FINANCIAL TIMES

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Mexico's economy Keeping afloat



Today's surveys Switzerland Czech finance

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TOMORROW'S Weekend FT

Schliemann's fantastic adventures

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FRIDAY JUNE 2 1995

5,800 jobs to go as Kmart closes another 72 stores

US discount store group, Kmart announced it plans to close another 72 stores and shed 5,800 jobs, between August and the end of the year. The latest retrenchment comes on top of the cuts announced last September when Kmart said it was closing 110 discount stores with the loss of 6,000 jobs. It also plans to cut its management workforce by 10 per

Toyota to cut graduate intaker Toyota, Japan's leading carmaker, is to cut recruitment of university graduates next spring by about 30 per cent. The decision reflects mounting pressures on the domestic car industry in the face of the yen's sharp rise and the risk tariffs on luxury cars exported to the US. Page 14

Protesters throw eggs at Prince Charles:



Republican protesters threw eggs at the Prince of Wales during a royal walkabout in the centre of Dublin (above). The eggs missed the prince, who continued his tour of Dublin's Trinity College. Three young men, wearing republican ribbons,

nces \$432m profit: Siebe, the UK controls group, announced a 27 per cent increase in profits to £275.1m (\$432m) in the year to April 1, amid record demand for industrial controls and temperature appliances and an improved performance by Foxboro, its US subsidiary. Page 15:

Japanese whaling request refused: Japan's request to resume small-scale commercial whaling has been refused, in spite of signs that the interna tional community is softening its attitude to the Japanese demand. Page 7

Prance to cut Usinor stake: The French government is expected to reduce its stake in steelmaker Usinor Sacilor to below 10 per cent as part of its privatisation, while a group of core investors will hold about 15 per cent of its shares. Page 15

S.G. Warburg's \$1.35bn sale approved: The sale of S.G. Waring's investment banking busies to Swiss Bank Cornoration for £860m (\$1.35bn) was agreed at a shareholders meeting in spite of strong criticism of the UK bank's management from a former board director. Page 20

Orgx sells oil stake for \$270m; Dallas-based oil explorer, Oryx Energy, has concluded the largest asset sale this year in the UK sector of the North Sea, selling its 15.5 per cent stake in the Alba oil field to Union Texas Petroleum for \$270m. Page 16

Third fail in US factory orders Orders to US factories fell by 1.9 per cent in April, the biggest drop for nine months and the first time in nearly two years that orders have fallen for three consecu-

Row over Russian quake aid: Distrust between Japan and Russia intensified with a row over Japan's offer of aid for victims of the earthquake in the far eastern island of Sakhalin. Page 5

China trade dominance predicted: By 2005 China will be the world's second largest economy. in the top half-dozen trading economies and the largest trading partner of each of its neighbours, according to a study by the Australian National University. Page 5

Royal Bank of Canada earnings up 11%: Royal Bank of Canada lifted second-quarter earnings by 11 per cent to C\$304m (US\$223m), aided by a sharp drop in loan-loss provisions and higher income from some fee-based services. Page 18

Honda executives guilty of bribery: Two former executives of American Honda were found guilty of accepting more than \$15m in kickbacks from Honda dealers in a nationwide bribery scheme. Page 6

Norway hit by flooding: The Norwegian government set up a crisis group to help combat the worst floods to hit the country for 125 years. Maiting snow and heavy rains have flooded rivers, cutting off roads, covering farmland and isolating districts in south-eastern Norway north of Oslo.

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Britain sees important role for Russia in resolving UN hostage crisis

Congress resists Clinton over US troops in Bosnia

Laura Silber in Belgrade and Bruce Clark in London

Prospects of closer US involvement in Bosnia dimmed last night as President Bill Clinton faced a mounting challenge from Congress to the idea of sending troops to help the United Nations peacekeeping force redeploy.

Britain and France also reacted cautiously to Mr Clinton's initiative, presented in Washington as a gesture of solidarity with two European allies following the capture of nearly 400 hostages by the Bosnian Serbs. However. Britain welcomed signs of greater involvement in the crisis by

Several prominent US legislators said they would agree to the US providing help in the event of a total withdrawal of the UN from Bosnia, but not in any other Senator Jesse Helms, chairman of the foreign relations commit-

tee, criticised Mr Clinton for set-

ting the stage for the involve-

ment of US ground forces. "The UN mission is Bosnia has failed," he said. "It must be withdrawn and the US should not refuse to assist in its withdrawal. But in no way should American soldiers be sent to Bosnia for any reason other than assisting in such a withdrawal."

The US administration has refused to contribute ground troops to the UN peacekeeping effort in Bosnia, but it has recently stressed it is keen to see the UN presence maintained.

European governments have consistently argued that withdrawal, as advocated by US Republican leaders, would lead to a significant escalation in the

Mr Hervé de Charette, French foreign minister, said Mr Clinton's offer of military assistance "deserves serious attention", and added that Paris was refining its own proposals for putting the UN force in Bosnia "in a military posture" with greater firepower. Senior British officials said the US offer, while appreciated, had

tures from Europe, and it was unlikely to be taken up in the immediate future. The US administration said on Wednesday that it was willing to come to the aid of Britain and France if they got into difficulty

in the course of reorganising

not come in response to any over-

their forces in Bosnia. Russia yesterday praised Mr Boutros Boutros Ghali, UN secretary-general, for raising the possibility that the UN force in Bosnia could switch to a purely humanitarian operation which avoided the use of military force. Moscow has urged Nato to limit armed intervention against the Serbs, its traditional

"We agree with the secretary general that Unprofor [the UN Protection Force] is not prepared to, and must not wage war in Bosnia," said Mr Grigory Karasin, a Russian foreign ministry spokesman. "They are not an army sent to fight one side in the Bosnian conflict.

Mr Douglas Hurd, UK foreign secretary, welcomed the prospect of closer involvement in the hostage crisis by Russia, whose government has warned against the draconian use of force in Bosnia by the Western powers.

"It is important on this and other matters to re-engage the Russians." Mr Hurd said, adding that a visit to London next week by Mr Andrei Kozyrev, foreign minister, would "help to keep the Russians close" in efforts to resolve the crisis.

Fighting yesterday erupted round Gorazde, the Moslem enclave in eastern Bosnia, where 33 British peacekeepers have been taken captive and more than 300 others are in danger of being stranded A UN spokesman said the fight-

ing started early in the morning on the east bank of the River Drina, which runs through Gorazde. "There's been quite intense fighting ... and the town itself is being shelled," the UN official



Lord Owen (above), who has just announced his retirement as EU mediator in former Yugoslavia, called yesterday for reform of the UN Security Council. Interview, Page 12

VW rejects legal action against former chief

By Christopher Parkes

Volkswagen has backed away from taking legal action against a former top executive, saying the group's reputation might be severely damaged if it were to

Mr Klaus Liesen, VW supervi-sory board chairman, told share-holders yesterday that Mr Juan Antonio Diaz Alvarez, former head of Seat, had failed to manage VW's Spanish subsidiary properly. An investigation of a large loss at Seat in 1993 by auditors from Arthur Andersen con-cluded Mr Diaz Alvarez had not fulfilled his reporting responsibilities to the whole VW board, Mr Liesen told the annual meeting. However, the company decided

not to seek damages because Mr

Volkswagen wants to sell its 50 per cent stake in the European rental business, Mr Bruno Adelt, chief financial officer, told the annual meeting yesterday.

Europear, which last year lost a net DM34m (\$24.1m) following an after-tax deficit of DM29m in 1983, did not belong among the group's core interests, he said. The disposal might go shead

quickly but there was at present no relevant bidder to whom a sale would make economic

Diaz Alvarez's loyalty was not at issue, and the chances of success in the courts could not be predicted, he said.

The possibility of winning financial redress had to be weighed against the risk of a "considerable loss of reputation"

for VW, if the judgment went against it, Mr Liesen said. Instead of legal action, the

supervisory board - which is responsible for the appointment and behaviour of the top manage-ment - recommended that the annual meeting should register its feelings by withholding for-mal approval of Mr Diaz Alvarez's conduct. The annual Entlastung of top managers is a traditional part of proceedings at German company meetings and is usually nodded through.

Mr Liesen's statement marked a formal retreat from the aggressive position taken by Mr Ferd-inand Piech, the group's chairman. Mr Piëch said early last year, after the removal of Mr Diaz Alvarez and most of his Spanish colleagues, that in his view the VW board had been deliberately misinformed. He believed "penal consequences"

Mr Liesen's remarks appeared

designed to draw a line under

events at Seat which devastated Mr Piech's early attempts to restore VW's fortunes, and put an end to at least one of the controversies dogging the group. The last head to roll in the

wake of the affair was that of Mr Werner Schmidt, group finance director, who left last September, shortly after Mr Piech received the auditors' report.

Referring to the two-year-old criminal investigation of industrial espionage allegations against production director, Mr

Continued on Page 14

Poland awarded credit rating by agencies

By Graham Bowley in London and Christopher Bobinski in

Poland was yesterday awarded its first investment grade credit rating by Moody's, the international rating agency. The rating, the first assigned to a country that has negotiated a debt forgiveness package with bank lenders, will pave the way for the country's debut eurobond offering this month.

However, Standard & Poor's, the other large US rating agency. and IBCA, the European agency, yesterday chose to assign only sub-investment grade ratings to Poland. The country won a debt reduction deal from banks last year under the so-called Brady plan, which cleared a 13-year

The Czech Republic remains the only former communist country to enjoy investment grade rating from all three rating agencies, although Slovakia was last month awarded the lowest investment grade rate by

Moody's alone. Moody's awarded Poland a Baa3 rating for its foreign currency denominated debt. the agency's lowest investment grade rating. This puts Poland ahead of Hungary, on par with Greece and South Africa, but below the Czech Republic.

IBCA gave Poland a BB+ rating, while S&P assigned a BB rating with a positive outlook. S&P stressed the country's "complex and uncertain political situation" in its decision. "We need to have a longer track record. the company said. However, S&P said that continued progress in economic reforms could result in Financial markets reacted

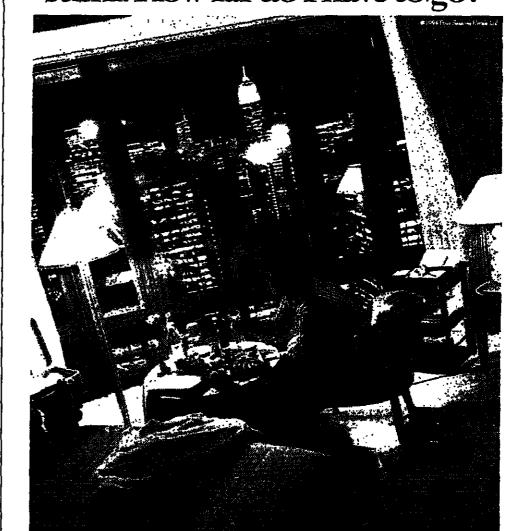
with Polish debt traded internationally rallying strongly. In London trading, Poland's Past Due Interest Rate (PDI) bonds jumped 2.5 points after

favourably to the announcement.

the announcement to 541/2. "Initially traders were stunned by the difference in views between the agencies but then the reaction has been positive,'

said Mr Dirk Damrau, director of Continued on Page 14

"I know it's late, but I'd like some sushi. How far do I have to go?"



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Chirac criticised as Longuet resigns over spending plans

By David Buchan in Paris

Mr Gérard Longuet yesterday announced his resignation as head of the Republican party the second largest element of

France's ruling coalition.

In a sharply worded resigna-tion letter, Mr Longuet said the government's "spending [plans] are more solidly established than reforms to fund this spending". He went on to complain that President Jacques Chirac had failed to reward his Republican party supporters, who had eventually helped him to victory, by giving them any major jobs in the Juppe government.

Government officials quickly rejected this as Mr Longuet's bitter reaction to being forced out of public life by corruption allegations. Mr Longuet quit last year as industry minister in the previous Balladur government, and yesterday's resignation from the top Republican party job had long been expected. But Mr Longuet's criticism on economic policy coincides awkwardly with signs that the government of Mr Alain Juppé faces a harder task than it originally expected in carrying out its pledge to reduce public borrowing further in its promised 1995 budget revision

According to Le Monde newspaper yesterday, the budget ministry has warned the incoming Juppé administration that lower than anticipated tax receipts so far this year threaten to increase the Balladur government's esti-mate of a FFr275bn (\$54bn) budget deficit for 1995 by a further

later this month.

Mr Juppé's office dismissed the deficit over-run figure cited by Le Monde, but admitted that the present pattern of France's economic growth – led by growth in exports and investment - was yielding relatively little tax reveme. Mr Juppe has signalled his intention to raise value added tax, but investments and exports outside the European Union are in any case exempt from VAT. The Juppé government has

also further limited its room for budget manoeuvre by pledging to use the proceeds from the sale of state companies - such as the Usinor steel group whose privatisation was announced earlier this week - to reduce public debt.

Mr Longuet's resignation leaves another disgruntled ex-Balladurian, Mr François Léotard, free to regain the post of Republican party president. Mr Alain Madelin, a Republican party vice-president who is a strong Chirac supporter, might challenge Mr Léotard for the party job, but he has plenty on his bands already as the new finance minister.

If Mr Léotard regains control of the Republican party, he may in time become a serious thorn in the government's side.

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LONDON - PARIS - FRANKFURT - STOCKHOLM - NEW YORK - LOS AMGELES - TOKYO

EU returns to launch pad for take-off

Lionel Barber previews this weekend's meeting in Messina on the Union's constitutional future



The European Union will fresh negotiations on its constitutional future in the portentous setting of Mes-

It was there, 40 years ago, that representatives of France, Germany, Italy and the Benelux and laid the groundwork for the Treaty of Rome. Britain failed to take the project seriously, lost the moral leader ship of the continent, and spent the next 15 years trying to join the European Economic

Community.
The Italian hosts' choice of Messina sends a calculated message before next year's intergovernmental conference (IGC) to review the Maastricht treaty. "It is an indication of our ambitions," says Mr Silvio Fagiolo, a senior Italian diplomat, "We cannot get away with minimal solutions and small

For the maximalists led by Germany, the IGC must tackle the challenge of redesigning the Union so that it expands to central and eastern Europe and copes with upwards of 25 members. For the minimalists led by Britain, the conference

Whatever new ideas emerge

from today's meeting of Euro-

pean Union foreign ministers

at Messina, there is one area where their discussions will

hardly be able to keep up with

Advocates of closer Euro-

pean integration will be press-

ing hard for an upgrading of the Western European Union – a defence organisation that

comprises 10 of the EU's 15

members – and some want a

gradual merger between the

EU and the WEU. But while

reality, and that is defence.

By Bruce Clark

GERMAN ATTITUDE TO INTEGRATION From Day Over Correspondent
BONN, May 31.
At to-morphis's meeting at
Minimary of the European Coall
and Steel Pool; Germany will submin plans for closer co-operation
of the fix rations concerned.

Derminy will declare her willingment to aum at further ecronome,
integration, which, it is held, should
proceed along functional lines ec.
as it is called here, by horizontal
integration," and not by adding
more and more branches of industry to the Coal and Steel Pool.
Germany and like to have a
joint policy of the traceutries in
maiters of tariffs and corressor, to
gradually level out existing differances in social integrance and
related maiters; and to co-operate
very closely in atomic operaty.

very closely in atomic opercy.

Forward toward political inte-

To suggest a new showdown over the EU's future is premature. The present posture of member states, and of the European Commission, is to lower expectations and the political temperature. The task of preparing the 1996 agenda falls to an innocuous-sounding body called the Reflection Group which convenes with EU foreign ministers today to celebrate the 40th anniversary of the Messina conference. The group's inaugural meeting soon. takes place tomorrow in The

ministers hold theoretical debates about whether it is

possible or desirable for the

WEU to organise itself with US

help, many of their govern-

ments are concentrating on

something more immediate: an

imminent US role in Bosnia.

The US has presented its

new-found willingness to help

reconfigure the European-led

peacekeeping force in Bosnia

as an act of unconditional soli-

Yet, despite this warm rheto-

ric, US and West European

approaches to the Balkans are

far from identical. And the

darity with its allies.

nearby Taormina.

The group comprises representatives of the 15-member states, several of whom (including Mr Fagiolo) are vet-erans of Maastricht. The European parliament will be represented by Mr Elmar Brok, a Christian Democrat close to Chancellor Helmut Kohl, and Mrs Elisabeth Guigou, a Socialist veteran of the Maastricht negotiations. Mr Marcelino Oreja will speak for the European Commission.

The first question is how long the group intends to remain in operation. The Spanish, who take over the rotating EU presidency from France on July 1, want a report delivered to the Madrid summit in December. The tight timetable virtually guarantees that the document will contain options and dissenting opinions; this may require the group to continue work next year.

The snag is that Italy covets the prestige of launching the IGC during its presidency which begins on January 1. The prize may be difficult to deny to a founder member whose recent political and eco-nomic troubles have left it somewhat marginalised in EU diplomacy; but other member states, notably Germany, are reluctant to start the IGC too

Their calculation is that it

scope exists for huge misun-

derstandings to arise in the

course of a joint US-European

The US, for example, has

generally supported the use of

air power in Bosnia while

France now maintains that

last week's air raids on the

Some EU states, especially

France, have argued that

uncertainty over the US role in

the Balkans has driven bome

the need for the WEU to

acquire its own military

assets, including satellite

intelligence and air transport.

Serbs were a bad mistake.

intervention in Bosnia.

Ministers hard pressed to keep up on defence front

will hard, maybe impossible, to strike a deal with Britain because Tory Euro-sceptics continue to exert dispropor-tionate influence over UK foreign policy toward Europe. The the conference will stretch beyond the next UK general election, which must take place before April 1997. The hope is that the next govern-

ment will be more amenable to

compromise, though no one is

betting the farm on the Labour The second question concerns enlargement, and it implies a judgment on how many of the central and eastern European countries are likely to be in the first wave of accession, possibly around 2000. "We don't know whether we should be designing a Union for 18 members or 25 members," says a senior Com-mission official. "It makes a

big difference." With a Europe of 18 members, it might be possible to get away with tinkering with the institutions. But a Union of 25 requires reducing the number of commissioners (presently an unwieldy 20) and of MEPs (626). More important, it guarantees the dilution of the national veto.

The third question concerns policy. Without some agree- Finnish prime minister, gave a ahead.
ment on reform of the regional hint recently when he com- Editorial comment, Page 17

Others, led by Britain, believe

the Bosnian crisis illustrates

that Europe will be dependent,

for the foreseeable future, on

US strategic assets to deal

Efforts to skirt round this

argument and build up the

WEU in a pragmatic, brick-by-

brick way were threatened by

a row that was simmering

behind the scenes at this

week's Nato meeting in the

nique uses ice-cold diplomatic

formulas to describe the recent

establishment by France.

The Nato ministers' commu-

Netherlands

with any real emergency.

Ristorante Messina

MEALS FOR THE MAIORITY - DINERS DO HAVE AN OPT-OUT

Foreign policy and defence co-operation

Open decision-making

The use of the veto

European parliament's powers

Justice and immigration

Preparation for EU enlargement

All major credit cards and Ecus accepted

aid budget and the common agricultural policy, enlargement to eastern Europe cannot take place because the costs would be prohibitive. Yet, to change the present system requires a new bargain between the rich north and

poor agricultural south. This is a reminder that Britain will not be alone in facing difficulties in the Reflec-tion Group and later at the IGC. The neutrally minded EU newcomers - Austria, Finland and Sweden - will also be in for a tough baptism, particularly on defence.

Spain, Italy and Portugal of a joint land force, known as

Eurofor, and a naval force

called Euromarfor. Instead of

welcoming the initiative, the

ministers could only agree to

"take note of" the new units -

an infantry and light artillery force based in Florence, and a

naval force led by a French

Diplomats commented that

this frosty language reflected

US concern that over-hasty

European moves towards

self-reliance in defence - an

idea Washington approves in

aircraft carrier.

Mr Paavo Lipponen, the

plained about the lack of political control over the Western European Union, the fledgling EU defence arm which France and Germany want to strengthen into an operational European pillar of the Nato alliance. Like the Swedes, the Finns are wary of being drawn into a bloc against neighbour-

ing Russia. But these are early days. The trade-offs and bargains in the IGC have barely been identified, let alone struck.

Messina will be part political theatre, but the meetings and speeches may also offer some clues about the long road

A meeting of European min-

isters in Lisbon earlier this

month decided that the new

forces would be employed "as

a priority" within the WEU

framework, though at UK

insistence a statement was added that they would equally

may yet reduce this question

to irrelevance, the outbreak of

a small transatlantic war of

words over defence theology is a somewhat gloomy omen for

US-European co-operation in a

While the Bosnian conflict

transatlantic relations.

well be used by Nato.

transition to monetary union By David Buchan in Paris

Corporate treasurers conference

Concern over

European corporate treasurers yesterday broadly welcomed Brussels' plan for the transition to monetary union, but expressed concern at the prospect of having to deal with parallel sets of accounts or curren-

At a Paris conference of cor-

porate treasurers, held in advance of today's Messina meeting to start preparations for next year's intergovern-mental conference, Mr Yves-Thibault de Silguy, the mone tary affairs commissioner, found a mixed reaction to his green paper on preparations for a single currency from many of those who will have to deal with the practical ramifi-

Mr Francois Schlumberger, president of the French corporate treasurers' association, favoured a rapid and complete switch by all banks, and therefore most companies, to Ecu accounting following the locking of currency parities.

But his German counterpart, Mr Johannes Puhl, said "the later the change-over takes place the better, because you can't have two currencies at the same time". Mr Puhl was particularly sceptical of governments' ability to pick "the right rate" at which to lock their currencies, citing Germany's mistake in giving the old East German Mark a one-to-one parity with the D-Mark.

Mr George Grennan and Mr Jimmy Doyle, of the Irish corporate treasurers' association, stressed that their country's main problem in subsuming the Irish punt into the Ecu would be the latter's rate against sterling in the UK, Ireland's biggest trading part-

Mr Mike Northeast, representing British corporate treasurers, said his members' dilemma in preparing for a sin-gle currency was essentially whether the UK would join it. There is a huge amount of



uncertainty in the process proposed by the Commission, but at least its timetable is pragmatically short," he said. Spanish corporate treasurers said their main fear in the transition to a single currency was that, in a country with many subsidiaries of multinational groups, most decisions about accounting switches

would be made outside Spain.

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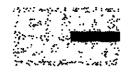
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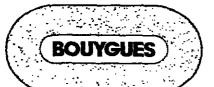


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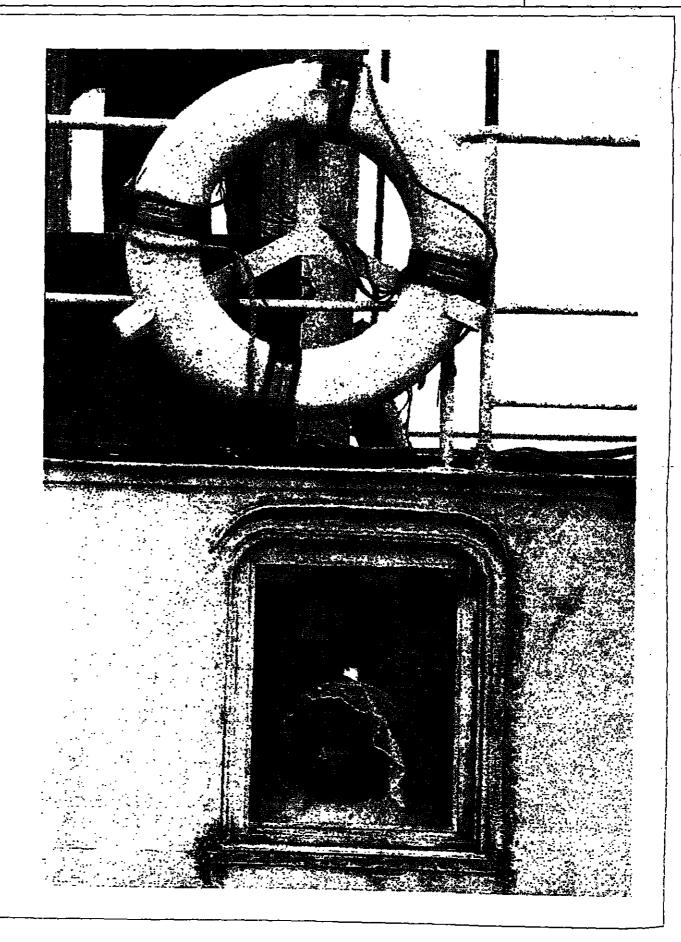
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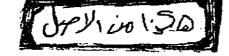
Winner of the Palme d'Or at the 1995 Cannes Film Festival

In its five-year existence Ciby 2000, a Bouygues subsidiary founded by Francis Bouygues, has produced 30 films, and won 2 Césars, 3 Oscars and 2 Palmes d'Or.



CONSTRUCTION - PRIVATE MANAGEMENT OF PUBLIC UTILITIES - COMMUNICATION - TELECOMMUNICATIONS





NEWS: EUROPE

Spanish

rift with

Catalans

By David White in Madrid

Relations between Mr Felipe González's Socialist govern-

ment and the Catalan national-

ists, whose support he needs to

remain in power, have entered a difficult phase in the wake of the disappointing performance

of the Catalan party in last Sunday's local elections.

Mr Jordi Pujol, the leader of

the centre-right Convergencia i Unió (CiU) and the Catalan

regional president, has reaf-

firmed his pledge to keep sup-

porting the government at

east until the end of this year.

But his statements in the

move towards a closer relation-

ship with the opposition Popu-

lar party, which made big gains in last Sunday's elec-

Mr Puiol has come under

pressure in his own party to

distance himself from Mr Gonz-ález after a fall in Convergén-

cia's vote in Catalonia in the

municipal elections from 33 per

cent to 30 per cent, partly

because of its support for the

warned the government after it

announced it would pursue lib-

eralisation: "They are going to create a problem for us with

He has also called into ques

tion the government's "will

and capacity" to move forward with tough budgetary policies and devolution which it agreed

with the Catalan party, since the Socialists will be reluctant

to lose further support ahead

of the general elections due

He warned yesterday that the debate on the 1996 budget

would be "very difficult" if regional policy problems were not resolved in advance. "The

problem is knowing whether

the Socialist party is capable of

carrying out the budget it needs in 1996," he said.

expected today to agree on a

further transfer of powers to

Catalonia. The two parties

have also resumed discussions

in parliament to resolve differ-

ences over outstanding legisla-

tion, including coastal building restrictions and cable

The government's announce-

ment that it would press ahead

with liberalisation of the abor-

tion law, to make it effectively

permissible on demand, came

after pressure from the Com-

munist-led United Left and the

However, the proposal faces

difficulties in the senate, where

the Popular party, which is

Socialists' left-wing.

The Spanish cabinet is

next year.

television.

unpopular prime minister. On abortion, Mr Pujol

two parties.

PM faces

DAY JUNE 2 199

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SPECIAL LINES

tions with Russia.

Ukraine outshines its noisy neighbour

By Chrystia Freeland in Moscow and Matthew Kamineki in Klev

agranite statue of Boh-den Ehmelnitsky, the Cossack who led Ukraine's rebellion against Polish domination in the 17th century, lowers over one of Kiew's central squares in a physical reminder of the geopolysical remnance of the co-political dilemma which con-tiance to bedevil Ukrainian leaders three continues later. After anccessfully throwing off Ukraine's Polish overlords,

Khinelnitsky sought another foreign ally to secure the newly won independence of this geographically vulnerable eastern European state. History has judged his choice – an alliance with Russia which quickly gave way to

outright annexation — to be anunfortunate one, and today Kiev's new rulers are strug-gling to find a way to live with Khmelnitsky's legacy. Their emerging strategy is to balance Ukraine's uncomfertable proximity to Russia with an ever-closer relationship with Ukrainian president Leonid

Kuchma's visit yesterday to EU and Nato headquarters in Brussels is the most recent example - of - Kiev's - new approach. Ukraine signed a landmark trade deal with the EU, the first concrete reward for Kiev's pledge to close the Chernobyl nuclear plant. Ukrainians also demonstrated their enthusiasm for closer ties with the west by the enthusiastic welcome given to US President Bill Clinton dur-ing his two-day visit last month.

The west's growing affection for Kiev is a sharp change from its initially guarded, and sometimes hostile, attitude just after independence. In 1991, when the west was still struggling to find a response to the disintegration of the. Soviet Union, Mr Clinton's predecessor, Mr George Bush, urged Ukraintans to remain within the USSR.

But over the past 12 months three new developments have delay an identical deal with produced a radical change in western attitudes towards Kiev. The first was Ukraine's decision last year to renounce nuclear weapons and, in a have decided that backing move designed to smooth Kiev is a way to build up a Ukraine's relations with counterweight to Moscow, earlier this year to shut down

Chernobyl. The second was the election of Mr Kuchma as president last year and his subsequent decision to launch long-delaved economic reforms which. in the opinion of Mr Mike McCurry, the US president's spokesman, have brought about "a stunning turnaround" in the Ukrainian

economy.

The third and critical factor. in the west's new warmth towards Ukraine has been the steady deterioration in rela-



Kuchma's plebiscite vetoed

Ukraine's parliament yesterday vetoed President Leonid Kuchma's proposal late on Wednesday night to hold a plebiscite to push forward economic and constitutional changes being blocked by the communist-dominated parliament, writes

Matthew Kaminski in Kiev. Mr Kuchma's proposal came after parliament again failed to ratify constitutional amendments giving the president broad powers to end the obstruction of economic reforms. By a resounding 253-9, MPst decreed unconstitutional the proposed plebiscite and prohibited the government from using tax revenues to pay for it. Mr Kuchma's frustration with the legislature centres on its reluctance to adopt laws stipulated in an IMF-backed economic reform programme.

ing Ukrainians gathered to hear Mr Clinton's speech last month, giving him the sort of rousing reception generally reserved for rock stars and royalty. Ukrainian leaders were equally forthcoming, publicly endorsing an east-ward expansion of the Nato alliance for the first time.

A similar contrast was apparent yesterday in Brussels, where Mr Kuchma signed the interim trade agreement with the EU. Just three days earlier the KU again decided to Russia, as an expression of its objections to the bloody and ongoing war in Chechnya. Western leaders appear to

existing relations with Russia. Reining in Russia's increasingly aggressive nationalism

via Kiev is particularly attractive because Ukraine's current leaders are more alive to the need to appease the Kremlin than the most pro-Russian western policy-maker.

In contrast with the vociferously nationalist Baltic republics, Ukraine, which depends on Russia for its fuel and has a large ethnic Russian population, has been careful to couch its efforts to bolster its indedence in terms which do not unduly antagonise One example is Mr Kuch-ma's delicate handling of Crimea, whose separatist movement poses the greatest threat to Ukraine's territorial integrity. Mr Kuchma tolerated extensive autonomy in Crimea until the outbreak of the Chechen war. Then, at a moment when Russia found it politically impossible to protest, Kiev unilaterally abolished Crimea's special status. Russian leaders, embroiled in a bloody war against breakaway Chechnya at home, found themselves publicly supporting Ukraine's peaceful moves to thwart Crimea's ethnic-Rus-

And while Mr Kuchma's government has been a deter-mined defender of Ukraine's national interests in its pains to offer Russia effusive rhetorical support. Thus, the Ukrainian pre sident commemorated the 50th anniversary of the second world war by warning that "he who tries to create a quarrel between the Ukrainian and Russian people will be damned by every

sian separatists.

Mr Clinton expressed his appreciation of Ukraine's measured policy towards Russia by describing it as "just right". He approvingly cited Mr Kuchma's desire to establish a relationship with Russia similar to the links between Canada and the United States.

Brussels starts R&D offensive

The European Commission

to fight competition from the US

commissioner. Together with her industry and transport



European research efforts. The different groups will organise

The Commission will co-ordinate existing policies and projects between its different departments, national governments and industry, but it is up to industry to decide which ideas to pick up. The EU's common research budget will absorb Ecu12.3bn (£10bn) in the four years to 1999 - its third largest money-spending policy after agriculture and structural

Sweden seeks £4bn Emu fund

Sweden's Social Democratic government said yesterday it wanted to raise SKr50bn (£4bn) from privatisation issues by the year 2000 as part of its plan to meet the convergence criteria for joining the final phase of European Monetary Union (Emu).

The government said it also planned a further SKr16bn package of spending cuts and tax increases in addition to tough measures already taken to ensure elimination of the budget deficit - currently running above 10 per cent of gross equivalent to 7.5 per cent of GDP.

The ambitious privatisation programme is more than double the amount raised by the former conservative administration. Officials said the main sources would be Nordbanken, taken over by the state during a loan loss crisis in 1992 but since returned to profit, and two companies set up to administer "bad" assets taken over by the state during the bank crisis called Securum and Retriva. Hugh Carnegy, Stockholm called Securum and Retriva.

Russia calls general's bluff

outspoken general took a new twist yesterday, when the Ministry of Defence accepted the general's proffered

General Alexander Lebed, an officer whose hard-hitting criticism of the Kremlin has helped to make him popular as commander of Russia's 14th army in Moldova earlier this week to protest government plans to downgrade and

resignation and downplaying the importance of the affair. Last year Gen Lebed, who harbours political ambitions, retained his post after a similar showdown. Chrystia Freeland, Moscow.

Romania rejects minority clause

Romania yesterday refused to include a clear commitment to minority rights in a planned treaty with Hungary, damping chances of an agreement to settle a long-standing dispute. The Romanian foreign minister, Mr Teodor Melescanu, said his government could not agree to the wholesale adoption of Council of Europe norms on the treatment of national

The Hungarian government has frequently said full adoption of the Council's recommendation 1201, which provides guidelines on the treatment of national minorities.

US use of the military air base on the mid-Atlantic Azores islands under a renegotiated accord that emphasises bilateral co-operation over financial remuneration.

to Lisbon to sign the agreement on the Lajes base, which has been used for refuelling and maritime reconnaissance since the second world war. Lajes can provide strategic support for US operations in the Middle East, Africa and Europe, including the former Yugoslavia.

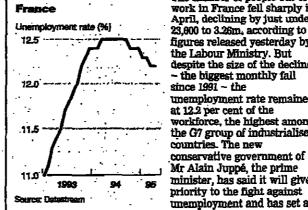
Spanish doctors' strike setback

A three-week-old hospital doctors strike in Spain took a new twist yesterday when an agreement for a return to work signed between the medical profession and the Health Ministry was declared void by the government after the

doctors claimed they had negotiated big salary increases.

Officials said the doctors had misinterpreted the deal and exaggerated the pay award. The doctors accused the ministry of reneging on the deal after pressure from other government departments fearing similar claims. Tom Burns, Madric

French unemployment falls



The number of people out of work in France fell sharply in April, declining by just under 23,000 to 3.26m, according to figures released yesterday by the Labour Ministry. But despite the size of the decline the biggest monthly fall since 1991 - the

unemployment rate remained at 12.2 per cent of the workforce, the highest among the G7 group of industrialised countries. The new conservative government of

target of creating 1m jobs over the next three years. French unemployment has fallen by just under 82,000 since its May 1994 peak and there has been a marked fall - 2.1 per cent - in

EUROPEAN NEWS DIGEST

launched an offensive yesterday such as pollution-free cars, a new generation of aircraft and educational software. "We are very much lagging behind the United States and Japan in research and development," said Mrs Edith Cresson (left), the European research counterparts, Mr Martin Bangemann and Mr Neil Kinnock, Mrs Cresson announced the creation of special task forces to pool

past two days on the governhearings soon and produce firm proposals by the autumn. ment's economic and regional policies, and his opposition to its plans to liberalise the abortion law, appear to be preparing the ground for an eventual parting of ways between the The CiU is now expected to

national product - in 1998. The additional package will come on top of SKr115bn in budget strengthening measures enacted since the Social Democrats took power late last year - a figure

The conflict between the Kremlin and Russia's most

among the army's rank and file, offered to resign from his post eventually withdraw the army.

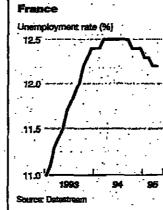
But yesterday Gen Pavel Grachev, the Russian defence minister, called Gen Lebed's bluff, accepting the general's

minorities in a so-called "basic treaty" with Hungary. was essential if a basic treaty with Romania was to be agreed. The treaty is a pre-condition for membership of the European

US signs new Azores base deal Portugal and the US yesterday agreed a five-year extension of

Mr Warren Christopher, the US secretary of state, travelled

ECONOMIC WATCH



Mr Alain Juppé, the prime minister, has said it will give

unemployment and has set a

the number of young out of work. However, the number of long-term unemployed, those out of work for more than a year, rose by 0.3 per cent to more than 1.2m. Job creation schemes due to be included in a mini-budget later this month are expected to include a monthly subsidy of FFr2,000 (£251) and reduced payroll taxes for companies to hire the long-term unemployed. The cut in

payroll taxes is aimed at easing the structural rigidities of the John Ridding, Paris. French labour market. Norwegian unemployment fell to 4.4 per cent in May, from 4.6 per cent in April and 4.8 per cent in May last year. Danish unemployment fell to 10.0 per cent in April from 10.3

per cent in March and 12.6 per cent last April.

opposed to the reform, is now the largest party. Tens of thousands of cheer-Strikes test Romanian reform

Virginia Marsh reports on a government's economic balancing act

Remaria: measures of success threat by 37,000 state walk out today if their

pay demands are not met will test the Romanian government's commitment to reform and restructuring of the economy.

The action by the workers at the state electricity company comes at a time of growing labour unrest. The three largest trade union confederations representing more than 4m workers, vesterday, resumed

talks with the government but have not ruled out a general strike if a compromi pay demands is not reached." The showdown with the unions comes as the government, a weak minority of left-wing and nationalist parties, is under increasing pressure from the International Monetary Fund and World Bank to speed up privatisation.
Pive years after the end of communist rule the state sector still accounts for 90 per

cent of industrial production. An IMF mission left Buchar est last week without agreeing. to release \$265m in premised loans, mainly because of delays in reforming state companies. The delays are also holding up a separate \$250m restructuring

loan from the World Bank. The IMF and the bank say rapid reform of state enterprises is essential to underpin promising macro-economic reforms and the export led recovery of the past 18 months. At the forefront of the recovery have been sectors such as the vices, construction and agriculture, which together contribcent in gross domestic product—thousands of jobs. Romania's

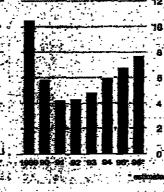
22.6 per cent according to official statistics. Such companies, many of them private, were aided by a more stable macroeconomic environment and improved access to foreign exchange and

last year, while exports rose

credits.
Consumer price inflation fell is expected to fall below 30 per cent by the end of this year from 296 per cent in December 1993. Domestic household savings more than doubled in real terms in 1994.

Private companies argue that growth of their sector, which after a rapid rise in the post communist years slowed last year to just 3 per cent, is dependent on restructuring and privatisation. Last year, the private sector accounted

for 35 per cent of GDP. Many private companies are light industry, financial ser, therefore sympathetic to the government's aim of closing down large state owned compauted to an increase of 3.4 per -nies with the resultant loss of



johless rate has averaged 9-11 per cent over the last three vears, less than in most other former eastern bloc countries. The present labour unrest has been sparked off by the

so-called "Ordinance No.1" - a much hated government decision issued in January which caps state sector pay at last November's levels and links future wage increases to productivity. Until then the government had preferred across the board pay awards imked to inflation.

The labour unrest is one of many signals that after five years of difficult and painful economic reform the patience of the people is wearing thin. For many, living standards have fallen below those during the communist era, while average real wages, now at about \$100 a month, are a third less

than in 1990. Job insecurity is also increasing, with unions warning of large-scale job losses if the government presses ahead

with mass privatisation and restructuring. Analysts say strikes are not only more frequent they are becoming less manageable. "Before the government had to deal with a few iarge national union confederations from time to time. Now it has to deal with very many less organised disputes at the local level. This is much more difficult - it's like watching 10 rabbits all round the country simultaneously," says Mr Dorel Sandor, head of the Centre for Political Studies and Comparative Analysis, an independent think-tank in Bucharest. Strikes normally tail off in

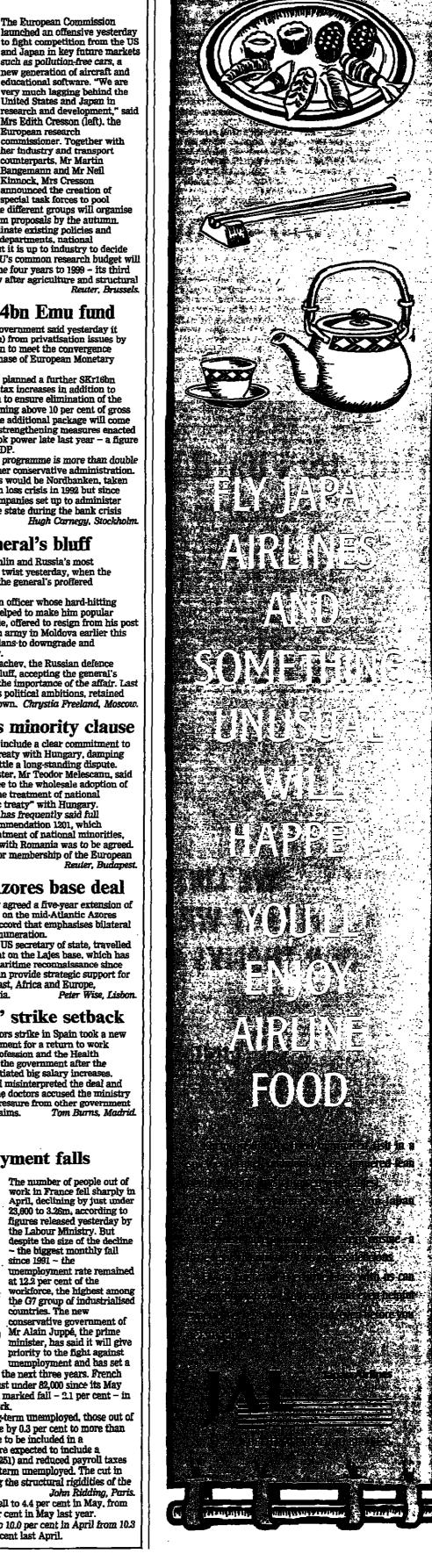
Romania as summer approaches Food and energy bills fall and many people are busy tending plots of land returned under a 1991 law which gave back nationalised farmland to some 5m former owners, more

than a quarter of the adult pop-

ulation But, with one eye on next year's general elections, the country's leaders are balancing the requirements of multilateral lenders and the need for reforms against how much they think the population will he able to bear next winter.

"We have to navigate carefully," says Mr Mugur Isarescu. central bank governor. "We cannot reform without the population's support. We have to be careful not to create a new social explosion which would discredit what we have achieved so far."

But he also says the country must deal with "the black holes" in the economy - the big loss making companies -"so as not to contaminate the healthy part of the economy".



between BA and USAir, Correctly, BA's code-sharing

agreement allows it to sell pas sengers trips to 65 US destina-

tions on flights operated by USAir. It wants permission to offer flights to a further 40 des-

tinations. Its application to do so has been with the US gov.

ernment for about 18 months.

The UK wants the US to

accept its unilateral offer to

carriers. In return, it wants greater access to US regional

• The UK wants a relaxation

of the 'Fly America' policy under which US civil servants

cannot fly on foreign sirlines.

If agreement is reached, the two sides are expected to

embark on further negotiations on greater US access to Heath-

row and Gatwick airports. The

UK department of transport

says, however, that further

access to Heathrow and Gat-

wick will be part of a "very

Subsequent negotiations will

also discuss the liberalisation

of cargo transport between the

two countries as well as a freer

air charter market. The two

countries are also expected to

discuss the liberalisation of

limited and balanced deal".

airports.

open its regional airports to US

aviation deal

By Michael Skapinker,

ment is close.

Aerospace Correspondent

The UK and US restarted talks

on a new aviation deal in

Washington yesterday amid

increased optimism that agree-

The two sides have been dis-

cussing a new deal since

March without being able to

reach agreement. This year's talks were the first since

December 1993, when the US

The agreement the two countries are expected to reach this week will fall short of the US

desire for an "open skles" deal and is expected to focus instead on five specific issues.

United Airlines wants to be

allowed to fly from Chicago to

already begun operating the

flight but wants its right to do

Both sides are seeking liber-

alisation of code-sharing. US

carriers want an increase in

the number of destinations

they can fly to from the UK.

The UK is asking the US to

approve a further tranche of

code-sharing agreements

so made permanent.

London's Heathrow airport.

walked out of negotiations.

EU warned over Israel trade pact

By Julian Ozanne in Jerusalem

Israel's trade and industry minister yesterday attacked the European Union's "petty bureaucrats" negotiating a new trade association agreement with Israel.

He would vote against the draft agreement if it came to cabinet unchanged, he said. In an interview, Mr Micha

Harish warned that European companies would lose hundreds of millions of dollars' business in Israel as the government took measures to divert trade from Europe to other trading partners.

The warning came after Mr Manuel Marin, European com-missioner responsible for the Mediterranean, said in Brussels yesterday that EU ministers would initial the agreemeet in Luxembourg on June

Mr Marin had told Israel that the package on the table, which gives it a special rela-tionship with the EU, with unprecedented access to EU markets and its decision-making machinery, was all it was going to get.

Mr Harish said any new agreement with the EU should be based on cutting Israel's trade gap with Europe. Israel's 1994 trade deficit with the Union's 12 members soared to

worsen, because of Israel losing the trade advantages it had with the three former members of the European Free Trade

"Israeli exports grew last year to everywhere in the world except the EU because we are facing non-tariff barriers." Mr Harish said. "I will not support this agreement because it will not change our trade deficit."

The EU would have to agree

to two fundamental changes before he, and several other cabinet colleagues, could support the agreement. First, it would have to grant Israel's demand to observer status on the committee which decides the priorities of the EU Fourth Research and Development

Second, the EU would have to include Israel in the Outward Processing Traffic accords allowing European countries to use Israeli fabric

in Eastern Europe. He hoped the EU would make changes to boost Israeli agricultural prod-ucts and hold further talks on other outstanding issues such as access of Israeli companies to public procurement in tele-

Israel had received firm support from Mr John Major, UK prime minister: French prime minister Alain Juppé and German Chancellor Helmut Kohl, but Brussels bureaucrats "had refused" to translate this into concrete agreements. The EU pact would be number one on the agenda when Chancellor Kohl visits Israel next week.

Mr Harish warned that EU companies, which exported \$12.1bn (£7.5bn)-worth of goods and services to Israel last year, would be losers if the trade

efforts in both public procurement and the private sector to divert trade from Europe to North America and Asia, with which Israel has positive trade balances. How to lower customs duties to allow Japanese and Korean companies to compete in the electricity sector was also being studied.

He hoped soon to sign a trade agreement with Jordan, allowing it immediate preferential treatment and committing both states to free trade within 12 years. The agreement could become the basis of a regional free trade bloc, Work was well advanced on free trade accords with Canada, the Czech Republic. Slovakia and Hungary Talks with Turkey would speed up once problems over



US group to build French fibre optic network

By Alan Cane in London and John Ridding in Paris

The European telecommunications market took a further tentative step towards liberalisation yesterday when MFS Communications, a US-based telecommunications operator, was awarded the first licence in France to construct a fibre optic network for business customers in competition

The 20km loop of optical fibre, representing an investment of some \$20m for the US company, will be laid in Paris where it will provide services including corporate voice and data transmission, as well as the delivery to the desktop of financial informa-

tion in video form. MFS has already built metropolitan optical fibre systems in London and Stockholm. Earlier this year it

licence to contract a fibre network in Frankfurt, opening a significant inroad into the monopoly operated by Deutsche Telekom.

The French telecoms regulator, the Direction Générale des Postes et Télécommunications (DGPT), said the move marked the first time a private company had been granted permission to operate services for several companies. Under existing rules, operannounced it had been granted a ators other than France Telecom, the

allowed to offer voice and data services on private networks owned by individual companies. An official said that other French

and international communications groups were in contact with the DGPT concerning similar licences. There are already more than 400

independent internal corporate networks in France. ranging from SNCF, the national railway system, to Elec-

 British Airways wants a second daily flight from Heath-row to Philadelphia. BA has operators have been allowed to develop their own transmission networks. The European Union has decided that telecoms services and infrastructure must be opened fully to competition in Europe's leading economies after January 1 1998.

Telecoms analysts said that yesterday's move represented a further increase in the competition facing

'Bull's-eye' for bridge tenders By Hugh Carnegy in Stockholm almost a bull's-eye," said Mr

The lowest tenders for the main works involved in building the first fixed link between Denmark and Sweden totalled 5 per cent more than the budget set for the combined contracts, the joint Danish-Swedish group running the project said yesterday.

Work on the main sections of the 16km tunnel-bridge, road and rail link - one of Europe's biggest infrastructure developments - is due to get under way this year, with completion of the project set for the year

Oresund Consortium, the project manager, said the lowest tenders for the dredging works, the immersed tunnel, high bridge which form the main parts of the link totalled DKr10.5bn (\$1.9bn). "It is

Sven Landelius, chief executive of the consortium. "It is a very good result."

He said the consortium would not necessarily choose the lowest bids. The budget for the whole project - including additional technical, design and organisation costs ~ is DKr14.4bn in 1995 prices.

Bids for the approach bridges and high bridge were opened yesterday, the last of the tenders for the main sections. The bids from six international consortiums for the approach bridges ranged from DKr3.8bn to DKr5.9bn. Blds from five consortiums for the high bridge ranged from DKr1.5bn to DKr2.1hn. Contracts are due to be signed in November.

The consortiums include Sweden, Spain, France, the UK, the US, Germany and the Netherlands.

WORLD TRADE NEWS DIGEST

EU in push for close Japan ties

The EU is set on pursuing a policy of co-operation and not confrontation with Tokyo to achieve greater access to Japan's markets, Sir Leon Brittan, the EU's chief trade negotiator, made clear yesterday. Its drive to forge closer ties with Japan is in stark contrast to the US's attitude; Washington and Tokyo are locked in a bitter dispute over greater US access to the Japanese car market. Sir Leon said the dispute had "thrown the international spotlight on alternative ways of dealing with Japan".

The EU would be "forceful" about achieving greater openness in the Japanese market, but this was "better done by working together with Japan rather than seeking to impose a separate agenda from outside". Sir Leon said the EU was not looking for "quick fixes" but wanted to persuade Japan to open its markets in the long term.

The commissioner begins a three-day trip to Japan on Sunday accompanied by businessmen from sectors including cars, car parts, telecoms, construction, aviation, agriculture, glass, banking and textiles.

The trip, Sir Leon said, was to show that the drive to open markets required the involvement of businessmen, not just ministers and officials. Greater access to the Japanese car, car parts, and aviation markets are expected to feature in talks with the Japanese prime minister and foreign and trade Caroline Southey, Luxembe

Australia eyes car negotiations

Australia is asking to join bilateral talks resulting from the US-Japanese row over cars and car parts. The talks are to be held under the auspices of the World Trade Organisation in Geneva later this month. Senator Bob McMullen. Australia's trade minister, said his country had a "significant interest" in the negotiations, given that its car-teated exports to Japan totalled about A\$200m (US\$145m) a year and that it supplied significant quantities of raw materials used by the car industry there.

Nikei Trii

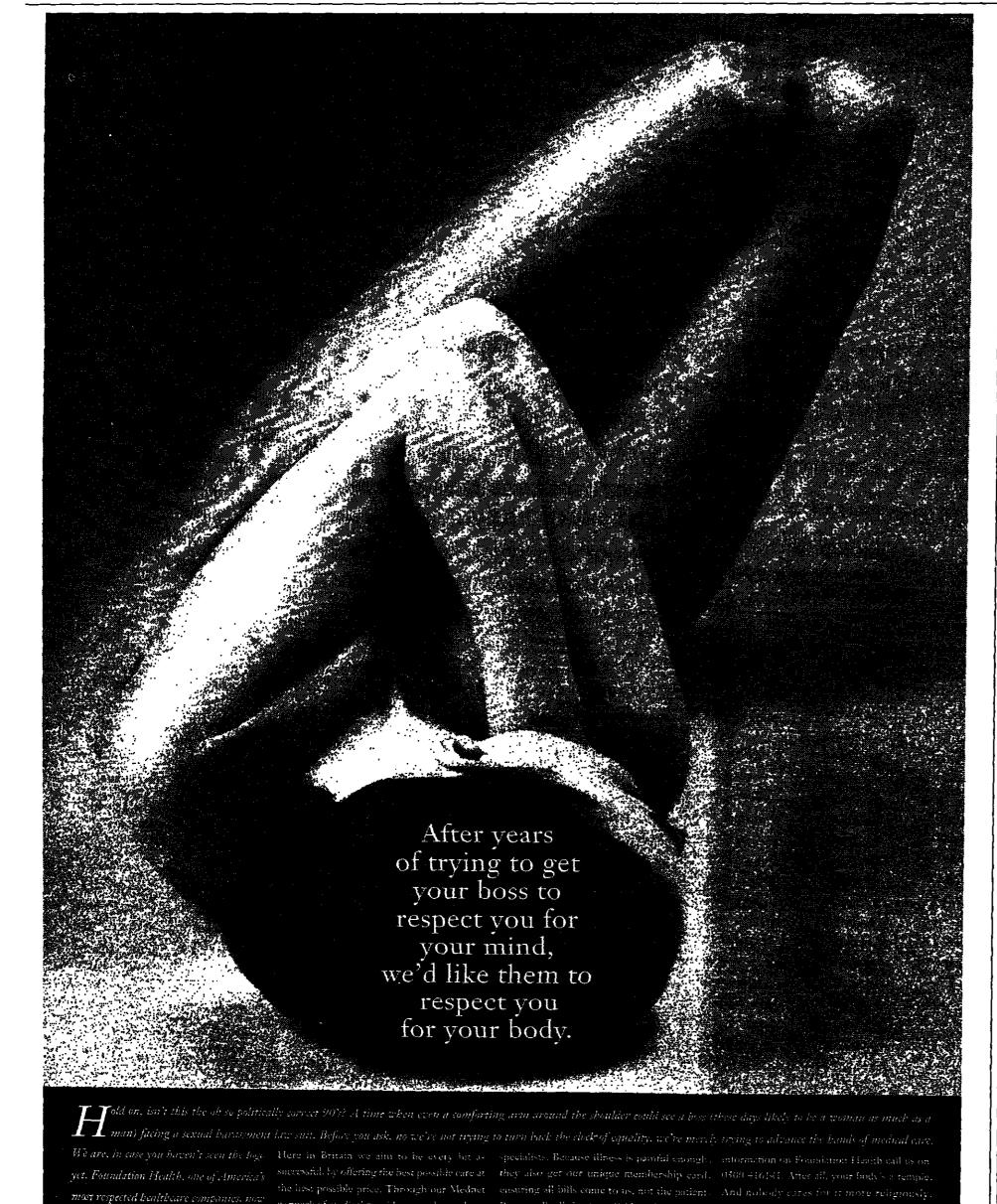
Toyota and Nissan cut prices

Toyota and Nissan yesterday said the high yen had allowed Toyota and Nissan yesterday said the high yen had anowed them to cut the Japanese selling price of several models built overseas. Toyota cut its price on US-made Scepter wagons and coupes by an average Y150,000 (\$1,764), while Nissan cut prices of its Spanish-made Mistral recreational vehicle and British-built Primera five-door hatchback by Y100,000

JAL, Air France pact extended

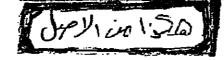
Japan Air Lines and Air France have extended their co-operative relationship with a new agreement to share croperative relationship with a new agreement to share frequent flyer programmes and assist each other in airport operations. The two carriers, which began their link 35 years ago with joint flights between Paris and Tokyo, will allow customers to earn mileage credits on each other's international flights.

The two airlines will also co-operate in airport operations, with JAL moving its operations into the same terminal at Charles de Gaulle Airport as Air France. The French carrier will have the option to the same terminal at will have the option to do the same at Narita at a later



network of medical providers, employees have - Better still, all this is available at between 10

looking after over 3 million Americans, access to a wide range of private practice and 20% less than our competitors. For more



FOUNDATION HEALTH

Britain and US restart talks on

paying debt

mamine ban ged on UK

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NEWS: ASIA-PACIFIC

China 'will dominate markets' by 2005

By Tony Walker in Beijing

China by the year 2005 will be the world's second largest economy, in the top half-dozen trading economies and the largest trading partner of each of its neighbours, according to a study by China experts at the Australian National Univer-

It forecasts China will also dominate world markets for labour-intensive commodities. with production shifting gradu-

become centres of high-value production, and deeply integrated into the wider East Asian economy. Foreign trade will grow more rapidly than production, at an average of about 12 per cent for both exports and imports. The authors are confident

about continued rapid economic growth in the region. "Structural changes in China's economy are strengthening the base for sustained rapid growth. The dynamic non-state sectors are rapidly increasing their share of total activity. Savings rates are now second only to Singapore in East Asia, and still rising."

They also note that Asia's economic transformation is consolidating and China is integral to this process. "It became clear in 1994 that the frontier of East Asian-style growth had shifted to incorporate some inland provinces of China, and Vietnam: and was stretching towards the Philippines and into South Asia."

But the report also forecast a to the current period of exter-bumpy road ahead for China, nal strength." Amid a strong where growth at an average of about 9 per cent will "continue to be uneven, marked by expansionary excesses and disruptive corrections. It is unlikely China will have developed effective market-based mechanisms for monetary con-

trols within a decade. "Average inflation rates will remain high, perhaps 8-10 per cent and higher at times. This will require depreciation of the renminbi after the adjustment

nal strength." Amid a strong export performance, China has built up its foreign-exchange reserves to about \$60bn (£37.5bn) over the past year.

The report expects growth to slow to 10 per cent this year and 8 per cent in 1996. Inflation will decline to 15 per cent in 1995 and "towards 10 per cent in 1996". It describes a "virtuous circle" for future economic growth based on the expansion of inter-provincial and interdeficits fuelling monetary growth and inflation present China with its biggest chal-lenges, however. Other challenges include relations between the centre and the provinces and the introduction of a modern corporate system into the state sector.

Asia Pacific Profiles: Asia-Pacific Economics Group, Research School of Pacific and Asian Studies, Australian National University, Canberra,

Yeltsin gaffe on earthquake aid angers Japan

By William Dawkins in Tokyo

Mutual distrust between Japan and Russia intensified yesterday, with a row over Japan's offer of aid for victims of the earthquake in the far eastern Russian island of Sakhalin.

Mr Tomiichi Murayama, Japan's prime minister, described as "regrettable" a reported remark by Russia's President Boris Yeltsin that Japan might use assistance to Sakhalin to apply pressure for the return of four Russian-held islands off northern

The Russian government hastily tried to undo the damage by sending Mr Oleg Soskovets, first deputy prime min-ister, to tell Japan's ambassador to Russia. Mr Koji Watanabe, that it was thankful for Japan's offer of doctors and

medical supplies.

More than 550 dead have so far been counted and an estimated 2,000 are still buried under the ruins of their homes. The disaster, last Sunday, was poignant for the many Japanese still grieving for the 5,500 who died in January's Kobe

The echoes of Mr Yeltsin's gaffe continued to reverberate in Tokyo, where Japanese politicians and media depicted the episode as another example of Russian distrust of Japan.

"I cannot imagine the presi-dent of a country making a remark at a time when a neighbouring country is trying to offer co-operation," said Mr Kozo Igarashi, chief cabinet secretary.
The islands at stake, Etorofu,

Kunashiri, Shikotan and Habomai, were occupied by Russia in the closing days of the second world war. Because of this unresolved

territorial dispute, Japan and Russia have yet to sign a peace

In the past, Japan has made increases in official aid to Russia conditional on progress on the islands, seen as a matter of national pride.

Russia is equally reluctant to swallow its national pride, intensified by the islands' strategic value. They are part of the Kurile chain, which includes rich fishing grounds and covers access to the Russian Pacific fleet's

New Zealand to keep focus on repaying debt

The New Zealand government will continue to focus on repaying debt, despite growing fiscal surpluses which are creating demands for increased social spending, Mr Bill Birch, finance minister, said in his

budget speech yesterday. He estimated that the country would show a fiscal surplus of NZ\$2.6bn (£1.08bn) in the year to June 30, of which NZ\$2.3bn would go to reducing debt. "This will be a major step in saving our children from a huge debt burden."

The projected surplus follows a NZ\$600m surplus last year, the first for many years. Mr Birch forecast that the surplus next year would be NZ\$3.3bn, rising to NZ\$5.4bn in 1997 and NZ\$7.8bn in 1998. Most of this would go towards reducing debt which now stands at NZ\$31bn.

Mr Birch said the target was to reduce debt to 20-30 per cent of gross domestic product. Debt was reducing quickly. It had been 51 per cent of GDP in 1991, and would be 37.5 per cent at the end of this year, falling to 33.6 per cent in the next 12 months before reaching the target level in 1997.

The budget ignored growing demands from opposition parties that a "social dividend" should be awarded to the lower-paid and under-privileged who statistically have fared badly in the government's economic reforms. Mr Birch said the government was investigating making tax cuts for lower and middle-income earners. Details would be announced five years.



Bill Birch heads for the debating chamber yesterday with his budget speech Routers

next year, provided the debt reduction programme was on

"By holding the current course, we can anticipate a number of reductions in tax rates over the next few years. New Zealanders pay too much tax." The budget announced increased spending in a number of areas, including education, hospitals, roads and research and development, to cost NZ\$900m this financial

Mr Birch reaffirmed the government would stick by its controversial programme to give NZ\$1bn over the next decade to Maori people for land grievances dating back to last century, committing NZ\$540m

ASIA-PACIFIC NEWS DIGEST

Landmine ban urged on UK

Britain will come under pressure today at an international conference on the impact of landmines to impose a blanket ban on the manufacture, export and use of anti-personnel mines. The conference, attended by delegates from 41 countries, is in Phnom Penh, capital of Cambodia, one of the countries worst affected by landmines. Mr Rae McGrath, the director of the Mines Advisory Group, a British demining charity, said that by refusing to take a lead in imposing a ban on landmines, the UK was tacitly condoning their use. Britain last July bowed to international pressure by

announcing an indefinite moratorium on the export of mines recently extended to other "non-detectable" devices. In February, the UK also ratified the 1981 United Nations convention restricting the use of such weapons. Britain has not exported landmines for several years, but has held out against a total han. The Foreign Office has instructed the British embassy to brief participants on Britain's position, that landmines constitute a portable, useful and legitimate means Jonathan Miller, Phnom Penh

OECD backs Australian stance

In a broadly encouraging report on Australia, the Organisation for Economic Co-operation and Development concluded yesterday that the country had reached "the point in the economic cycle where the authorities' resolve to achieve sustainable growth and lock in low inflation will be tested". While economic growth appeared to be slowing from 1994 rates, it was "likely to need to slow further if a build-up of inflationary pressure is to be avoided".

Over the longer term, faster non-inflationary growth could be achieved, provided the economy's "productive potential" was fostered. The report noted Australia's efforts to reform its labour market structures and introduce a national "competition policy". This is aimed at increasing efficiencies among utilities, in the transport sector, and the professions. But healthcare was another area where "micro-reform promises large returns". The report suggests that attempts to contain expenditures through budgetary caps for public hospitals have undermined efficiency. Nikki Tait, Sydney

Tamil rebels killed in offensive

More than 60 Tamil rebels were killed in a Sri Lankan army offensive against a big guerrilla jungle base yesterday, according to Brigadier Sarath Munasinghe, military spokesman. He said the army lost two officers, including a battalion commander, and five soldiers when the Tigers pounced on them during the jungle operation at Thiriyaya, about 15 miles north of the eastern port of Trincomalee. Ten soldiers were missing. It was the biggest army operation since the rebels broke a truce and resumed fighting in April, taking to at least 77 the death toll in clashes between the rebels and security forces since Wednesday night. Last week, the Tigers shot or hacked to death 42 civilians at the fishing village of Kallarawa, about 10 miles from Thiriyaya. Reuter, Colombo

■ The Bank of Japan increased its foreign reserves by \$604m (£377.5m) last month to a record \$154.27bn, in an attempt to restrain the relentless rise of the yen. The increase, while smaller than in previous months, marks the 19th month in a row in which the central bank has accumulated extra reserves, by selling yen for dollars. William Dawkins, Tokyo ■ South Korea's customs-cleared trade deficit widened to \$1.09bn in May from \$602m a year earlier and \$993m in April. trade ministry provisional figures showed.

Hopes rise on end to HK court row

By Simon Holberton in Hong Kong

Hopes remained alive last night for a settlement to the Sino-British dispute over the future of Hong Kong's legal system after a marathon negotiating session ended with both sides agreeing to meet next week for further talks.

The continuation of talks was seen in

Hong Kong as encouraging. A successful outcome would boost business confidence, shaken by the row over the establishment of Hong Kong's court of final appeal.

The court will replace the judicial committee of Britain's Privy Council as Hong Kong's highest appellate jurisdiction after China resumes sovereignty over the colony in mid-1997. Britain has maintained that early establishment of the court is vital to preserving the rule of law in Hong Kong.

China took British negotiators by sur-prise this week when it offered a compromise "package deal" over the court. Part of this is believed to be a retreat by Beijing from its initial insistence that its judgments be subject to some form of extra-legal administrative oversight.

Mr Richard Hoare, a senior Hong Kong government official leading the British side, said last night the UK had given a "positive response" to the package of pro-posals which China had put forward. He declined to elaborate.

Doubts remain within the British camp that China is serious about reaching consensus. The Hong Kong government had planned to publish its proposed legisla-tion for the court next week as a prelude to initiating the legislative process; some believe China's last-minute intervention is an attempt to forestall that move.

The main sticking point between the two has been over the extent of the court's jurisdiction.

China has been concerned that Hong Kong's highest court should not be able to judge matters pertaining to China's sovereignty over Hong Kong. Britain believes past accords between the two about "acts of state". such as foreign affairs and defence, should allay China's

Governor Chris Patten told the Legislative Council, Hong Kong's law-making body, yesterday that he would prefer to bring legislation to the council which had the blessing of both countries, but that

time was running ont.
Legislation to enable creation of the court would be put to LegCo before the end of the present session which finishes at the end of July, he added.



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1.9 per cent in April, the biggest drop for nine months and the first time in nearly two years that such orders have fallen for three consecutive months, AP reports from

Elaborating on this latest sign of softness in the US economy, the commerce depart-ment said yesterday that the decline in orders had been led by a 4 per cent drop in interest-sensitive durable goods the biggest decrease in more than three years.

Analysts had expected orders to fall in April, after having slipped 0.4 per cent in March and 0.3 per cent in February. The last decline over three months in a row was during March-May 1993.

Earlier yesterday, the US government had reported that personal income and spending both rose a moderate 0.3 per cent in April.

That followed the announcement on Wednesday that US gross domestic product, the government's broadest gauge of economic strength had risen 2.7 per cent in the first quarter of this year - down sharply from the 5.1 per cent growth recorded in the last three Giving yet another sign of slowdown, the labour department said new claims for state unemployment insurance had risen by 9,000 to a seasonally adjusted 389,000 last week, the highest in four months. New claims for jobless benefits went up by 13,000 from the level of the previous week.

The closely watched survey by the National Association of Purchasing Management showed that US manufacturing had stopped growing in May after 20 months of expansion.

The NAPM index fell to 46.1 in May from 52 in April. It was the first time in 21 months that the index had retreated below a 50 per cent reading, indicating that manufacturing is con-

Analysts said the accumulation of data points to much slower US growth, although they said the odds were still against a recession.

"The economy is taking a bigger hit than was expected. The soft landing is giving evidence of being a bumpy landing as of now," said Mr Robert Dederick, economist of North ern Trust in Chicago.

The April decline in factory orders was the largest since a 2 per cent fall last July.

Ex-American Honda chiefs took \$15m bribes

Two former executives of American Honda were found guilty yesterday of accepting over \$15m in bribes from Honda dealers in a nationwide scheme, Reuter reports from Con-

A federal jury in Concord took seven days to reach a verdict to convict the former executives.

Mr Dennis Josleyn, 48, Honda's for-mer West Coast sales manager, was found guilty of mail fraud, racketeering and conspiracy to commit mail

He faces up to 30 years in prison. Mr John Billmyer, 65, a former senior vice-president, was convicted of consuiracy. He faces a jail term of up to five

Under the scheme, said to have spanned at least 30 states and to have continued throughout the 1980s, the pair were said to have accepted bribes in the form of cash, expensive jewellery, luxury cars, swimming pools and other gifts from car In return, Mr Josleyn and Mr Bill-myer awarded lucrative Honda fran-chiese to dealers, as well as allocations of certain sought-after Honda and Acura models.

Prosecutors argued successfully that the two were part of a conspiracy to defraud American Honda, a subsidiary of Japan's Honda Motor Com-

No Japanese executives were involved in the scheme. Prosecutors said Honda was not only defrauded, but also faced poten-

did not receive the preferential treat-ment given by Mr Josleyn and Mr Billmyer. Defence lawyers argued that Hon-

da's top management turned a blind eye to the bribes and that the bribetaking was implicit, though unofficial, company policy and therefore did not constitute a crime.

tial lawsuits from Honda dealers who

These verdicts close the book on a painful and difficult period in our history," American Honda said.
"The jury has found that the indi-

viduals convicted in this scheme betrayed the trust of their fellowers. ployees, deceived our company and abused our reputation."

The scheme was one of the biggest scandals in American car industry history.
A total of 20 former Honda execu-

tives and employees pleaded guilty to participating in the scheme. One of the executives who pleaded guilty, Mr James Cardiges, had been an important witness in the prosecu-

NY abandons plans for rail link with airport

By Richard Tomkins in New York

Long-delayed plans to build an express rail link between New York City and its main airport. John F. Kennedy International, have been cancelled for lack of funds, it was announced yes-

The Port Authority of New York and New Jersey, the public sector body that had planned to build the line, said it was abandoning the multi-billion dollar project in favour of a less ambitious improvement of existing links.

The line would have been the biggest public sector transport project in New York since the 1930s. Cancellation means that JFK will remain one of the world's largest airports

without a direct rail link to the East 59th Street in Manhattan, nearest city centre, or plans to

At present, airport users without their own transport between Manhattan and JFK have to choose between a taxi ride that can cost up to \$50 one-way or a bus journey that costs \$13. Both are prone to delays from traffic congestion

and bad weather. It is also possible to travel to the airport by a combination of subway and shuttle bus at a cost of just \$1.25, but both are slow and infrequent and are used only by a small propor-tion of low-budget travellers. The port authority, which

an airport access programme based on \$1bn," Mr Marlin said. Fresh studies would conruns New York's airports, had sider the idea of building the planned to build a 22-mile line in segments, possibly rapid transit railway linking JFK and La Guardia airports to including a link between Man-hattan and La Guardia.

Benefits for felled dictator

Deposed Panamanian dictator Manuel Antonio Noriega will receive retroactive retirement benefits of about \$100,000 and a pension of \$1,500 a month for his 27 years of military service, AP reports from Panama

Panamanian social security officials announced the decision last night. Noriega, deposed during a US invasion of Panama in 1989, is serving 40 years in a US federal prison in Miami for drug trafficking. He joined the now-defunct Panamanian National Guard

in 1962 at a salary of \$80 a month. Government records show he was making \$3,000 a month as head of the country's armed forces when he was

Others appointed to the

Three named to

Washington board President Bill Clinton has of Washington's Howard Uniappointed a former governor of

Move to ease capital's financial crisis

the US Federal Reserve and two other people to a five-mem-ber control board to help nearbankrupt Washington out of its financial mess, AP reports from Washington.
Mr Andrew Brimmer, a
member of the US central

bank's board in the late 1960s and early 1970s, will chair the District of Columbia Financial Responsibility and Management Assistance Authority. The district is the federal enclave that incorporates

board yesterday were Joyce Ladner, a sociologist and former interim president

versity, and Constance Newman, undersecretary of the Smithsonian Institution and a former federal personnel director. All three live in the district.

The White House said Mr Clinton planned to name the remaining two board members soon. The five would serve unpaid three-year terms.

The president signed legislation establishing the control board after auditors predicted the district government would fall into insolvency by

The city, which has a \$3.25bn budget, is expected to run a deficit up to \$722m million this

Minister says bank chief's resignation leaves policy on course

'No change' on Brazil economy

By Angus Foster in São Paulo

Mr Pedro Malan, Brazil's finance minister, yesterday pledged there would be no change in national economic policy, despite the resignation on Wednesday of the country's influential president of the

central bank. The minister said: "I have a very clear message. There will be no change whatsoever in the characteristics of the anti-

inflation plan." The resignation of Mr Persio Arida, a leading architect of the anti-inflation Real currency, has surprised many observers and led to worries that tough policies which had produced high interest rates and an overvalued currency might be

But Mr Malan said that interest rates would only come down when the bank president had clear signals that consumer spending was slowing and that Brazil's trade balance had recovered.

Mr Arida insisted he was leaving for tiously to the resignation and the São the next few months," it said.

policy disagreements. He is thought to have been unhappy in the post since he was blamed for a mishandled devaluation of the Real in March. However, analysts said personal differ-

ences with other government officials and family problems had contributed to his decision to leave office. Mr Roberto Setúbal, president of Banco

Itau, said the resignation would not significantly affect the Real plan. He said that Mr Gustavo Lovola, Mr

Arida's replacement, was an experienced central banker who had good links with Mr Loyola has been president of the the Brazilian central bank bank before, in 1992-93, and is seen as a technician who lacks Mr Arida's creative flair. According to one banker, the new president will thus

be better suited to the day-to-day manage-

personal reasons, rather than because of Paulo stock market was down by less than 1 per cent at lunchtime yesterday. The Real currency was also stable, despite some early selling.

Mr Arida was committed to clean up Brazil's loss-making state banks, espe-cially Banespa in São Paulo state, and his resignation may strengthen the hand of those politicians who are determined to keep control of the bank and to slow down privatisation.

Mr Malan denied that the government would soften its stance towards Banespa, and he said a solution to its problems was coming closer. "Things are moving there."

Mr Loyola resigned from MCM Consultants to take up the post. According to a circular from the consultancy yesterday, lower interest rates will depend on clearer signs of an economic slowdown.

Brazil's financial markets reacted cau- continue to discard major changes over

Sally Bowen assesses new fears over the Peruvian economy

Worries amid strong growth

ike many other Latin American countries,

Peru has been at pains in recent months to emphasise the differences between its own apparently booming economy and that of Mexico. Even so, some uncomfortable similarities have arisen.

mainly following the lines of the Long Island Rail Road.

The original plan was to fund it through a \$3 levy that

has been imposed on passen-

gers at JFK since October 1992.

But yesterday, Mr George Mar-lin, the port authority's

recently appointed executive

director, said the maximum

sum that could be raised

through the levy was \$1bn, while estimates for the project

had ranged from \$3bn to \$7bn.

I am dealt, and I am looking at

"I have to deal with the hand

Concerns surfaced during recent negotiations with an International Monetary Fund mission, on a periodic trip to Lima to monitor progress and agree monetary and fiscal targets, in accordance with the three-year "extended fund facility" signed in 1993.

Peru has notched up the most impressive growth statistics in Latin America for the past two years; GDP expanded 6.4 per cent in 1993 and 12.9 per in 1994. Now, the IMF temperature detects signs of overheating in the economy.

Most worrying is the outlook for Peru's balance of payments. The deficit on current account hit a record high of \$2.77bn (£1.74bn) last year, exacerbated by a trade gap which topped \$1.1bn. The trend continues: expansion of imports for the first two months of 1995 (up 51 per cent) vastly outstripped growth in export revenue (up

36 per cent). Consumer credit is also expanding rapidly. Two new Chilean-owned banks are promoting personal loans while the Peruvian middle classes, long starved of opportunities to acquire cars and domestic appliances, wallow in unfamiliar easy indebtedness. Mr Germán Suárez, president

of Peru's central bank for the past three years, believes the IMF fears are "bordering on psychosis" and are an "over-reaction in our case, which doesn't mean we shouldn't be careful. Mexico served to remind us that the fundamen-

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tals must be in order."

He argues that investment grew considerably more rapidly than consumption last year and that two-thirds of current imports are raw materials and capital goods, essential for a badly decapitalised local industry tooling up.

Mr Suarez puts the current account deficit at "around 5 per cent" of a GDP of \$50bn. The Economic Commission for Latin America (ECLAC), how-

Consumer prices, end-period

Reat GDP

Trade balance

bulk on deposit abroad. Of the remainder, the deposits local commercial banks are required to make with the central bank account for a large portion. The central bank's own reserves stand at only \$1.2bn.

Many economists fear a dete-

rioration in Peru's balance of payments position. First: even though several

39.5

-0.6

large state-owned companies are due for sell-off this year, the pace of privatisation will

PERU: Domestic economy and external trade (Per cent change) 65 · 129 8.0 38.5 15.4 12.1 (\$bn) -0.6 -1.1

-5.6 -6.6

ever, is not alone in calculating Peruvian output at \$39bn. (Dollar equivalents are distorted by hyper-inflation in the late-1980s.) Using the latter figure, the deficit works out at 7.1 per cent, the highest in Latin

America and perilously close to that of pre-disaster Mexico. It can be argued that Peru's 1994 current account deficit is of no great concern, since it was more than compensated for by a \$3.6bn surplus on the capital account. Some \$2.1bn of this, however, was due to privatisation revenue, largely the windfall from Telefónica's gen-

erous bid for the telecommunications duo CPT/Entel. The foreign reserves posi-tion, positive by \$5.6bn, looks healthy, but mainly for the same reason: unable to spend privatisation cash on domestic poverty alleviation without

causing inflation, Peru has the

slow. Second: debt service payments will increase if and when a Brady plan is negotiated. Peruvian economists predict additional payouts of \$200m-\$500m a year. Third: Peru's export earnings look unlikely to increase substantially in the next year or two.

President Alberto Fujimori's government pays lip service to the need to export but the beleaguered sector sees no prospect of relief. The currency, the sol, contin-

ues over-valued, infrastructure is still inadequate, and port and transport costs remain high despite some improvements. Raw or semi-processed materials (based on mining, oil and fishing) earn the lion's share of export revenue.

Such revenue, therefore, is very vulnerable to international price fluctuations or climatic conditions (March GDP

growth plunged to 6 per cent. from 11.8 per cent in January and February, because of a fishing ban_)

The absence of tax concessions, especially on Peru's high energy tax, mean exports of more processed, value-added goods are not profitable.

The other potential Achilles heel of the government's economic programme is poverty and unemployment. Most recent official statistics put 11.5m Peruvians, just under half the population, below the poverty line, unable to cover basic food, clothing, housing and transport requirements. Of these, 4.7m, or 20 per cent of all Peruvians, cannot meet basic nutritional needs.

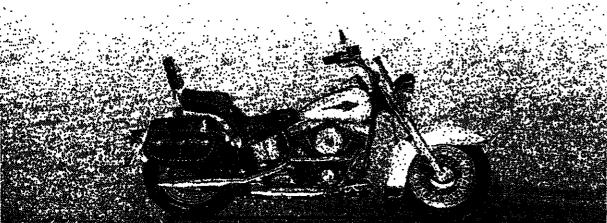
About 11 per cent are classifrom 8.3 per cent in 1990) and 77 per cent "underemployed" most of them in the informal economy and paying no taxes.

Peru has reasons to believe it

will escape the Mexico experience. The exchange rate is free and market-driven (although the central bank has been intervening to support the currency in recent weeks). Privati-sations and the illegal drugs trade ensure a continuing large net inflow of dollars. The internal rate of savings, though still inadequate, is up to about 16 per cent of GDP, and long-term investment commitments greatly outstrip speculative capital coming into the small but active Lima stock

Negotiations with the IMF ended in compromise. The gov-ernment agreed to conditions meant to keep GDP growth in the range of 6 to 7 per cent this year, and inflation in the range of 9 to 11 per cent. But economists will be keeping an espe-cially watchful eye on the evolution of Peru's indicators.

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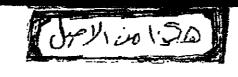
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NEWS: INTERNATIONAL

Leaders' rivalry could damage opposition's election hopes

Likud party braced for split

Israel's rightwing opposition Likud party was yesterday braced for a split which could damage its chances of winning next year's election battle against the Labour party of Prime Minister Yitzhak Rabin. The division in the party, which could result in a breakaway faction forming a new political party this month, comes as opinion polls show Likud would trounce Labour in next November's general elec-

Division and political infighting among the right wing will be greeted with joy in the embattled Labour party and

to push ahead with difficult Middle East peace policies, which have been the focus of rightwing opposition.

The Likud split largely results from a personal, rather than ideological, power struggle between Mr Benjamin Netanyahu, Likud leader, and Mr David Levy, a former foreign minister and influential representative of Sephardic Jews who emigrated to Israel from North Africa.

Mr Levy, who lost the leader-ship battle in 1992 in an acrimonious campaign in which both men traded insults, believes Likud has been hijacked by Mr Netanyahu and nated by Askenazi (European)

Mr Levy says 80 per cent of Likud supporters are Sephardic Jews and he is demanding reserve places for his supporters in forthcoming primaries to decide a list of parliamentary candidates. Mr Levy has formally threat-

ened to quit the party if Mr Netanyahu does not surrender to his demands at next Monday's central committee meet-He has called for a meeting of his supporters on June 18,

where it is widely expected he will announce the formation of a new political party.

a Netanyahu support and aspiring candidate, said: "Mr Levy is trying to keep ethnic politics alive in an era when it no longer exists. No leader of a democratic party can give into these demands. Mr Levy is without doubt a leader who

enjoys popular support but if

he wants to continue in

national politics outside the

Likud it will be his end. Likud insiders say Mr Netanyahu has secretly promised to make Mr Levy second in command in the party and future deputy prime minister but that Mr Levy has refused the offer without a secure internal



Netanyahu: Likud leader

out the possibility of a lastminute compromise but the majority of party activists believe a split is now inevita-

Japan's call to resume minke whaling refused

Japan's request to resume small-scale commercial whaling has been refused, despite signs of a softening in the international community's attitude to the Japanese demand. The International Whaling Commission's annual meeting in Dublin concludes today, after a week in which one official said "a great many things have been discussed and few resolved".

One of the few resolutions was to maintain the moratorium on commercial whaling, voting down Japan's request to catch 50 minke whales in its coastal waters. Japan, bound

impose zero quotas on all members, has argued its four coastal whaling communities have suffered economic and social distress because of the moratorium.

Delegates voted 10 for and 14 against Japan's request for a special allocation of minke whales. Few observers expected Japan's request to be successful. One IWC official noted: "The expressions of support for Japan seem to be creeping up. As Japan continues to comply with every demand the IWC sets, more people are asking what more can the Japanese be reasonably asked to do?"

Following the decision by

INTERNATIONAL NEWS DIGEST

whaling from a whale sanctuary declared around the Antarctic, the request for the coastal minke whale catch is Japan's last hope of any kind of internationally sanctioned whaling operation.

Norway, which has opted out of the IWC moratorium on whale hunting since 1986, was condemned by the IWC for continuing to hunt minke whales in the Atlantic. The IWC this week passed a resolution 21-6 calling on Norway "to halt all whaling activities". Since the whaling season began last month, Norway has killed 82 of the 232 whales it has allocated itself for the 1995 catch.

Hassan walks a fine line with Islamists

The benefits of economic reform have not stopped many

emerging financial capital, the squalid, overcrowded neighbourhoods are conspicuously concealed by concrete walls. The strms stand side by side with the modern Morocco of mirrored facades and tall,

handsome buildings. This image of a country moving at two speeds is feeding a growing Islamist movement, now taking firm hold in Morocco's universities. Students are increasingly turning to the message of people like Mr Fathallah Arsalan, a member of the executive council of Al Adl wal Ihsan (Justice and Charity), Morocco's largest Islamist movement

"What we have is oppression, injustice, corruption and poverty - it is revolting," says Mr Arsalan.

It is perhaps an irony that after more than 10 years of International Monetary Fund medicine and many medals of honour for good economic behaviour, Morocco should face the challenge of a burgeoming Islamist presence.

But most Moroccans have yet to reap the fruits of economic reform. With a population growing at more than 2 per cent a year, half aged less than 20, and unemployment running at an estimated 25 per cent (17 per cent officially), Morocco is racing against time to transform macro-economic achievements into benefits for accelerate economic growth

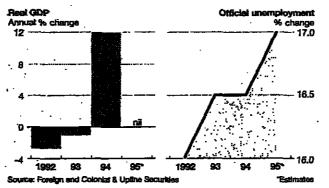
Moroccans turning to Islam for solace, writes Roula Khalaf a population plagued by severe

income disparities. The country, according to Mr Mohamed Guessous, an Islamist expert and member of the left-wing Union Socialiste des Forces Populaires (USFP), has about 30 different Islamist groups, with only four large enough to make themselves heard. Mr Guessous says the Islamists are pushing aside leftist groups in universities, especially in science departments, and have become the dominant force on Casablanca's campus.

Their activities, tolerated by the government, focus on spreading an authoritarian version of Islamic adherence in society on the one hand and helving alleviate economic burdens on the other, "Islamism in Morocco is above all else a formidable network of support, of social solidarity and political-cultural allegiances," says Mr

Guessous. Morocco's Islamist movement is homegrown and has little to do with the civil strife gripping Algeria. Nor is Morocco likely to go Algeria's bloody way - as long as King Hassan II maintains his policy of tolerance and has the will to

Morocco's erratic economy



and open up the political sys-

While most of the country's Islamist leaders were once fol-lowers of the Saudi-funded and radical Chabiba Islamiva (Islamic vouth), implicated in violent acts in the 1980s, they have gradually developed into non-violent groups. They say they will remain this way as long as the government does not resort to repression. Like other Islamist groups, their ultimate goal is the establishment of an Islamic state. though the means to achieve this vary between movements. So far the king has walked a

fine line in his dealing with Islamists, allowing them to gather, set up social events and publish newspapers, but denying them legal status as

To temper Al Adl's appeal, the government has for the past five years kept its charismatic leader, Mr Abdelsalam Yassine, under house arrest, without charge. Officials insist the Islamist

associations.

movements' support base remains marginal. They underline the king's inherent legitimacy as a descendant of the Prophet and the pluralistic tradition of Moroccan political

society as a buffer. While this may be the case, it is also true that many Moroccans, faced with a disorienting modernisation on one level and economic and social backwardness on another, and a lack of real renresentation, are turning to Islam for spiritual solace as well as a political vehicle for voicing grievances.

Morocco's Islamists seem to have a rational, well thought out strategy. Taking advantage of the king's tolerance, they are quietly building their support base.

Soon, however, they are likely to forcefully, yet peacefully, set out their demands for an open political field and a more generous social agenda. The question is how will the king respond," says a diplomat. Will the king be able to fill

the vacuum? The king has been the driving force behind Morocco's economic restructuring, which allowed the economy to grow by an average of more than 4 per cent a year since 1983. But finding jobs for the

200,000 young people who enter the workforce every year when new jobs in the most prosperous years do not top 140,000 - requires faster

given the erratic behaviour of the Moroccan economy, which remains at the mercy of rain-

A catastrophic drought this year is expected to lead to flat or negative growth, according to Foreign and Colonial Emerging Markets. Inflation, meanwhile, is running at 6.7 per cent, way ahead of the government target of 5 per cent.

Morocco's broad economic successes also mask a failure on the social front - its illiteracy rate stands at a monumental 50 per cent. And although the king, for the last two years, has been toving with the idea of alternance, or allowing a greater role in government for the secular opposition, he has yet to settle on terms which would fit his twin ambitions of modernising the country while safeguarding his throne.

Islamist leaders say the king. with one eye on the home front and the other on the west, will heed their calls and avoid a confrontation.

"The government knows it has problems which are essentially economic and the answer is in attracting foreign investment and tourists, which means the government needs stability," says an Islamist law-

"They cannot look for confrontation and cross the red line, just like we don't want to cross the red line."

Surprise Syrian

visit by Mubarak

Egypt's President Hosni Mubarak began talks yesterday with Syria's President Hafez al-Assad during a surprise visit by the Egyptian leader to discuss Middle East peace negotiations. A Syrian presidential spokesman said a high-ranking delegation accompanied the president.

The Syrian and Egyptian leaders have been co-operating closely on the Middle East peace process and regularly consult on developments. Mr Muharak's visit precedes a tour of the region by Mr Warren Christopher. US secretary of state, during which he will discuss how to push forward Reuter, Damascus Syrian-Israeli taiks.

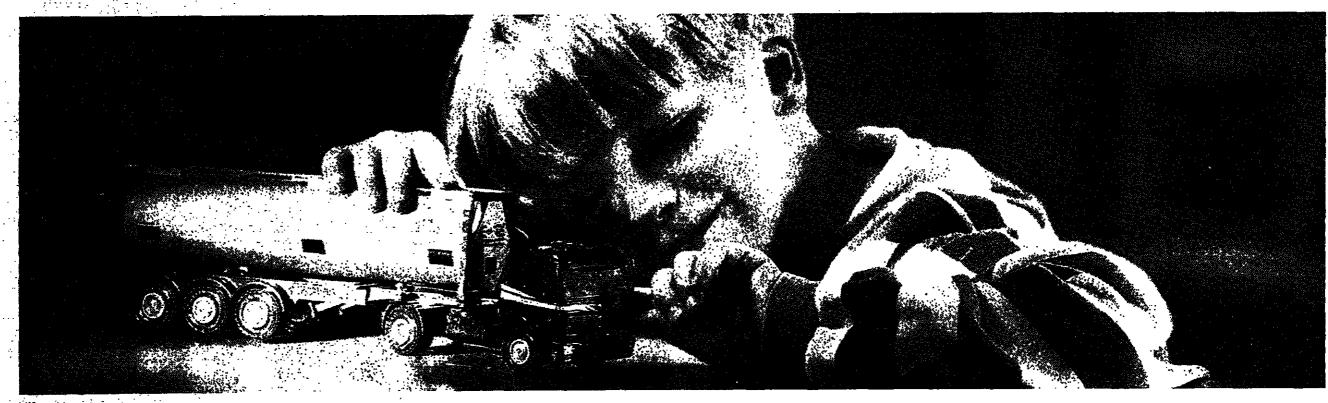
S Africa labour threat grows

Union support in South Africa for a two-week campaign of mass action beginning next Tuesday appears to be growing. The campaign, which aims to put pressure on employers during talks on new labour relations legislation, is scheduled to culminate with a half-day national stoppage. The Congress of South African Trades Unions (Cosatu), the biggest labour grouping, yesterday won the support of the smaller Federation of SA Labour Unions, and expects similar endorsement soon from the National Council of Trades Roger Matthews, Johannesburg

Algeria leads in oil discoveries

More oil was found in Algeria last year than in any other country, according to Petroconsultants, a Geneva-based group which monitors developments in the international oil and natural gas industries. The company's annual survey of hydrocarbon discoveries showed that 1.13bn barrels of oil and condensate, a naturally occurring petrol, were discovered in Algeria in 1994. That was nearly twice the volume found in Norway, which came second in the rankings. Algeria came second behind Malaysia in the Petroconsultants ranking of natural gas discoveries. Robert Corzine, London

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NEWS: UK

£100m complex hope for **Bristol**

A £100m (\$157m) property scheme incorporating a world trade centre, linked to an international network of 170 existing centres, is planned for Bristol, south-west England.

Wimpey Construction and Lucarne International, a property development group, said yesterday that the project could eventually create up to 2,000 jobs, in addition to construction workers employed over a phased six-year pro-

They intend the world trade centre to be the hub of a complex which would include about 30,000 sq ft of exhibition suites, a hotel and serviced

Although the site has yet to be chosen and planning con-sent will be required, if the project is successful it will provide Bristol with a considerable boost. Mr Alan Gunter, a Wimpey director, said the city was "lacking an international

The World Trade Center Association, based in New York, granted a Bristol licence in April to Wimpey and Lucarne, a company set up for the purpose of the project. The trade centres have a network database which links 400,000 subscriber businesses, and facilities include meeting rooms, secretarial services and 24-hour video conferencing.

The only existing centre in the UK opened last year in Cardiff, Wales, at the international arena developed by Brent

Mr Michael Langridge, managing director of Lucarne, said he was confident funding would be in place from a German bank and a Singapore property company.
"We felt Bristol was in need

of a trading platform," he said. Bristol does not have a recognised conference centre of national significance and has far more potential for business tourism. Our aim is to provide Bristol with a significant business centre of world ranking."

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House builders and mortgage lenders are angered by 'direct attack on homeowners'

PM sparks row over housing slump

The government yesterday came under fire from house builders and mortgage lenders after Mr John Major, the prime minister, appeared to blame homeowners for over-borrowing in the late 1980s and causing the housing recession.

Mr Major's remarks coin-

cided with reports of further house price falls last month. Nationwide building society said average prices fell 0.7 per cent last month, compared with April providing "further evidence of the weakness of the housing market".

Halifax, Britain's biggest

mortgage lender is expected to rise, mortgage rates began to report today that the average rise and house prices stopped

price of a UK home has fallen by about 1½ per cent since April last year.

Speaking in Lincoln, Mr Major said that the UK was heading for classic economic recovery based on rising employment and increased competitiveness. He blamed the lack of a feelgood factor in the economy on the housing market which had moved from boom to bust in a short num-

"An awful lot of people had committed themselves to mortgages [in the late 1980s] that were a good deal bigger than ideally they should have had. "Suddenly inflation began to take off, interest rates began to

rising and fell. The negative equity trap that has done so auch to damage confidence began to hit us."
Mr Roger Humber, director

of the Housebuilders Federation said: "The prime minister should not be blaming home owners, he should apologising "He has totally ignored the

role of his own government's policies in exacerbating the length and depth of the hous-ing market recession by the inappropriate timing of mortgage interest tax relief reductions, plans to reduce mortgage interest support to the unemployed and by vacillating policies on interest rates since last

The Council of Mortgage

Lenders, involved recently in sharp exchanges with Mr Peter Lilley, social security secreplans, said the government should take responsibility for its actions.

Mr Peter Williams the coun-cil's head of external affairs said: "The government was central to both the boom in the housing market and its subse-

"It is in the government's own hands to improve this e situation." Shelter the charity for the homeless said Mr Major's com-

ments were "ill-informed" and "thoroughly disingenuous". Mr Gordon Brown, the opposition chancellor, said the prime minister's comments

on home owners. The Council of Mortgage Lenders said the housing mar-ket could "remain flat for another five years" unless government improved prospects

for home owners.

The council wants ministers to scrap plans to restrict income support for unemployed mortgage holders which it says would cause a sharp

Mr Ian Shepherdson, a Midland Bank economist, described the latest price falls as "the calm before the storm". He warned that prices were likely to fall further over the summer before some stability returned to the housing mar-

of waste paper per year by 1997. Aylesford forecasts that

by then UK recycling mills will

require 1.2m tonnes of waste

paper each year, up from

750,000 tonnes last year, while

total available raw material

will grow more slowly to 3m

tonnes in 1997 from 2.8m

swell and put continued pres-

sure on supply is being

reflected in the growing inter-

est of the large integrated

waste management companies in the small independent waste

paper collectors. Earlier this year, UK Waste,

a joint venture between Wes-

sex Water and Waste Manage-

ment International of the US,

bought Clarfield Recycling, the

Bristol-based waste paper col-

lector, for an estimated £2m, a

signal to the industry of the

increased value of waste paper

The belief that demand will

tonnes last year.

UK NEWS DIGEST

Penal 'tagging' trials delayed for second time

Technical difficulties in adapting US equipment for electronically "tagging" convicted criminals have forced the Home Office to postpone trials of the system, it was announced yesterday. The system, fiercely opposed by liberal penal reform groups, was due to be tried out in Reading and Manchester at the beginning of this month. Trials have now been postponed for at least a month.

Mr Michael Howard, the home secretary, wanted to offer "tagging" as a sentencing option for judges and magistrates. It could be used to anforce curfews or to check that offenders did not leave their homes at specific times. This is the second postponement of the system.

Decline in worker organisation

12.0

11.0

... UK trade union membership has dropped to its lowest number since 1946 with only 8.2m of the labour force unionised by the end of 1993. This represents one in three of all employees and a 35 per cent cut in the proportion organised since the peak level of 13.2m in 1979. The latest offcial figures for 1994 from the labour force survey reveal that 88 per cent of those employed in electricity generation and supply are unionised, 81 per cent in rail transport and 67 85 80 83 per cent in postal services. Unionists are now in a minor-

ity in printing and publishing and chemicals and chemical products (both 32 per cent). However, 48 per cent of employees still worked in places where unions were recognised for collective bargaining.

2200

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Duty-free fight continues Eurotunnel, the Channel tunnel operator, is complaining to

the European Commission after losing a High Court battle to stop duty-free sales on cross-Channel ferries and aircraft. The court ruled in February that Eurotunnel had delayed too long in seeking legal redress after the court's decision last July allowing it to seek a judicial review of duty-free sales. Eurotunnel says allowing cross-Channel ferries to continue such sales is the equivalent of a £100m-a-year subsidy.

Now the company is challenging the Commission's decision to extend until 1999 duty-free sales on journeys between mem-Neil Buckley

Trainee accountants bullied: One in four trainee accountants are the victims of bullying at work, according to a survey published by Pass, the accountancy students' magazine. Of the 600 questioned by Pass and Harrison Willis, recruitment consultants, 11 per cent had suffered verbal intimidation in public

Other forms of bullying included persistent criticism, suffered by 9 per cent and shouting endured by 8 per cent. Only 2 per cent reported sexual harassment.

Jim Kelly

Cornish fishermen accuse Spaniards of cutting through nets

Representatives of Cornish fishermen are to protest to the government after a trawler skipper claimed that a Spanish vessel had deliberately cut through his nets, raising fears of renewed tension as the tuna

season gets under way. The European Commission confirmed yesterday that a Spanish trawler had damaged the nets of a British trawler in what appeared to have been an accident 100 miles off Land's

Mr Mike Townsend, chief executive of the Cornish Fish Producers Association, said he would raise the incident with the Ministry of Agriculture, Fisheries and Food. He said: "I see this as a very serious incident which happened in UK territorial waters."

Mr Marco Zatterin, the commission fisheries spokesman. said: "According to the information we have, it was an accident. There was no intention of harming the British

He said the Spanish vessel was fishing in an authorised area and warned captains to be careful now that the tuna

demand trends; global opportunities and new initiatives in gold,

Mr Mike Faulkner, captain of The Golden Bells II, said the Spanish trawler ignored repeated warnings to back off. then dragged through a 1,000vard section of fine mesh netting worth £1,000.

He said the 54ft Cornish fishing boat had steered alongside the larger Spanish vessel, trying to force it clear of its eight miles of gill netting, which were anchored to the

"I was speaking to the Spanish skipper on the radio and the crew were shouting across to him. But he was ignoring all of us," said Mr Faulkner. He added that confrontation

on the high seas appeared again to be on the rise. Another Newlyn boat, the Holly Jane, had its nets cut by two Spanish vessels while fishing 150 miles south-west of Land's End last week. British fishermen have often

accused Spanish crews of breaking international fishing

In April Mr William Waldegrave, the agriculture minister, warned Spanish fishermen the navy would act to protect fish stocks in British waters.

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Big players join in the latest waste paperchase

Westminster City Council's rubbish is in hot demand. In recent months, waste management companies from the UK, US and even China have approached the local authority about handling the refuse, most of which is paper.

"The way waste paper demand has taken off in the last six months, it has become a very aggressive market where everyone is looking for where they can get hold of used paper," says Mr Mark Banks, the council's recycling officer.

With waste paper now commanding record prices and new recycling plants coming onstream this month set to expand demand, a trade that was once "run by people in baggy sweaters and sandals". according to one observer, is set for a new era of competition and consolidation. According to PPI, the

Brussels-based monitor of European paper prices, increased demand has more than doubled UK waste paper prices. One tonne of once-read newspapers, for example, was worth £100 (\$157) in April, up

Mr Geoffrey Jones, national secretary of the British Waste Paper Association, says the surge in waste paper prices has been caused by the same factors pushing up European newsprint prices, which prompted the launch six weeks ago of a European Commission

nvestigation. Global economic recovery. growing demand for paper worldwide, particularly in the dynamic Asian economies, and the increasing numbers of recycling mills being built to circumvent high pulp prices has resulted "in an imbalance in supply and demand, that has driven up the price for

waste paper".
Mr Jones argues that the waste paper industry is cyclical, noting that prices only recovered to 1990 levels last December after "four barren Elsewhere in the industry

there is more confidence in the long-term future of the waste paper market. This month another recycl-

ing plant, Aylesford Newsprint, owned by SCA-Minorco-Mondi. the Swedish-South African joint venture, is set to come on stream with a capacity to recycle as much as 380,000 tonnes

collection networks to international waste managers Mr Nick Francis, Clarfield's managing director, predicts the UK Waste purchase is part of a longer trend: "The industry is in turmoil, with waste paper in such demand that mills are

looking to confirm their core

tonnages, and that will be by

making acquisitions". Prison contractors named

The government yesterday announced the award of two new private prison contracts in a decisive advance of its prison privatisation policy which could result in up to 10 per cent of the prison population being in private hands by the next general election.

The two contracts take the number of private prisons to six, managed by four separate companies. Yesterday's contracts went to two consortia, the first comprising Group Four, the security company. and Tarmac, the construction group, which headed off a bid from a consortium of Wackenhut, the US private prison operator, Trafalgar House, the construction and hotels group, and Serco, the British facilities management company. Wack-enhut and Serco already run a prison in Doncaster.

The second went to a consortium headed by Securicor, another security group, and including the construction company Costain. Other members include W.S. Atkins, British consulting engineers, a Scandinavian construction group and British architects Seilert.

Group Four won the contract for a new prison at Bridgend in Wales, and Securicor for a prison at Fazakerley, north-west England.

The contracts, requiring total capital investment of around £100m (\$157m), involve a far greater degree of private sector commitment than the four existing private prisons. They cover the entire process of design, construction, management and finance (DCMF). The management contracts run for 25 years, whereas the for five years only.

The consortia will be paid set

fees contingent upon them making a predetermined num-ber of places available and satislying a range of performance targets - covering issues such as escapes and the regime for prisoners - laid down in highly detailed contracts.

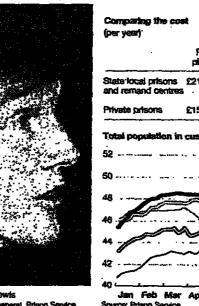
The prison service - an agency set up two years ago to take over the management of prisons from the Home Office is expected to announce up to four additional DCMF prison contracts over the next year. Separately, it is likely to expose one or two existing state-run prisons to open competition with the private sector for their future contracts. It is also pressing ahead with

a third key aspect of the privatisation programme, the conWinning security and construction consortia to invest a total £100m in design, construction, management and finance, reports Andrew Adonis

Confident custodian of a changing service







tracting out of the court escort service, which ferries prisoners between jails and the courts. Four contracts have been awarded, and a further four are expected over the next

year, which will put the entire escort service in the private Mr Derek Lewis, directorgeneral of the prison service, objects to the word "privatisacurrent policy, noting that the prison regime, and decisions about individual prisoners, will continue to be decided by the prison service acting on minis-

terial policy guidelines. The retention by the govern-ment of detailed regulatory powers has been common to all privatisations since British Telecommunications, the for-

mer state utility.

Nothing signifies the government's determination to lorge a new path more graphically than the appointment of Mr Lewis as first head of the prison service as an agency. Founder of the UK Gold satellite and cable channel, Mr Lewis was recruited by the government two years ago to shake up prison management

and pioneer privalisation.

He has had a rough passage, with high-profile prison disturbances at Whitemoor and Parkurst during his term. Yet priva-

tisation is advancing steadily

and Mr Lewis's term has been extended until next year. Mr Lewis claims that existing private prisons cost between 15 and 25 per cent less per prison place than compara-

ble state-run prisons. The saving per prisoner is less. because private prisons are not bearing the burden of the serious overcrowding in the state prison sector, necessitated by the rise in the prison population to its highest level ever -51,700 - this April. Private operators claim their savings come from more ratio-nal and flexible staff working

practices than those prevalent in the state sector. UKDS, a consortium comprising Correction Corporation of America, a private prison operator, and construction companies John Mowlem and Robert McAlpine, operates Blakenhurst prison near Birmingham. It claims that it requires only four-lifths of the staffing for a similar state prison, and that it can attract top quality custody offi-cers at salaries about 7 per cers at salaries about 7 per cent lower than those in the state sector.

Group Four, which manages the Wolds prison on Humber-side and Buckley Hall, Greater Manchester, claims a similar saving in staff numbers. Mr Lewis is confident that

DCMF will lead to still larger savings because of the transfer of risk to the private sector. The contractors will assume responsibility for building the prisons to prearranged costs and timescale; for gaining necessary detailed planning consents; and for satisfying required standards of prison regime. If they default, penalty

payments are payable.

Mr Lewis claims the detailed contractual requirements have led to significant improvements for prisoners, notably in the number of hours they are allowed out of their cells. There is some nervousness

in the prison service at lauding such improvements, following a call from Mr Michael Howard, the home secretary. for an "austere" prison regime Instead, officials point to the greater opportunities for work and education, which will be given a high priority in the new prisons.

The future of prison privati

sation is in the balance. Mr Jack Straw, the home secre-tary for the opposition Labour party, has pledged to halt the policy if Labour is elected. Mr Lewis and the private prison companies believe they have two years to demonstrate that two years to demonstrate that the cost of doing so is too high for taxpayers and prisoners

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THE PROPERTY MARKET

A longer shopping centre list

Simon London looks at big regional developments taking shape despite government planning curbs

t is ironic that the announcement that UK retail sales had shown a seasonally adjusted fall during April was drowned out by the sound of new shopping

developments taking shape.
The notion that the government has put an effective brake on out-of-town shopping development was looking questionable before the latest flurry of announcements. Now it appears that planning restrictions designed to protect town centres in the UK may have spurred developers into action.

A rough calculation of big

retail schemes in the pineline those over about 500,000 sq ft suggests that at least 7m sq ft of new shopping space is on the way. Many of these schemes have moved from being vague possibilities to strong probabilities.

For example, John Lewis Partnership and House of Fraser, the retailers, have com-mitted themselves to space at Bluewater Park, the planned 16m sq ft regional shopping centre in Kent. Capturing two of the UK's leading retail groups should belp Lend Lease, the Australian company which owns the site, in funding negotiations with financial

Following last week's House of Lords decision to uphold its planning permission, Peel Holdings, the property com-pany, is clear to build a lm sq ft centre at Dumplington. Greater Manchester. Peel is now refining the scheme before starting funding negotiations with banks, which it hopes will lease finance the project.

In addition to these two massive regional shopping centres, several large sub-regional schemes are creeping closer to

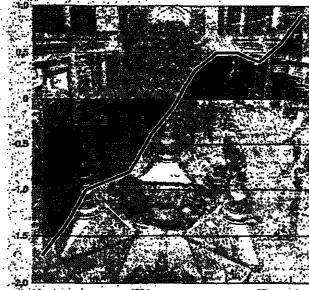
• John Lewis has decided totake space in the planned 600,000 sq ft shopping centre in Buchanan Street, central Glasgow. Slough Estates and AMP Asset Management, the joint developers, are pressing ahead

with the project.

Despite Strathclyde Regional Council's refusal to grant a revised planning permission, the developers of the proposed 500,000 sq ft centre at Brachead, outside Glasgow, have vowed to build in line sunk into large centres

Reading the retail runes

Retail rents (annual % change)



with their existing consent • Plans for 600,000 sq ft of shopping at Shepherd's Bush, west London, moved closer following a decision by Mr John Gummer, the environment secretary, not to block the scheme. The White City Consortium led by Mr Godfrey Bradman, former chairman of Rosehaugh, the collapsed prop-erty developer, is now trying to consolidate its ownership of

 Southampton City Council is supporting plans for 750,000 sq ft of shopping in the city centre proposed by Imry, the property developer owned by Barclays Bank.

• Dudley Metropolitan Borough is supporting proposals for a 600,000 sq ft extension to the existing Merry Hill centre in the west Midlands put forward by Chelsfield, the company which owns the scheme. Two other big out-of-town schemes of more than half a

million square feet - the White

Rose Centre near Leeds and Cribbs Causeway, Bristol – are also quietly taking shape. Whether the developers and investors will earn an acceptable rate of return on capital

remains an open question. No other part of the UK retail trade is brimming with confi-

dence. The recent profits warn-

ing from W.H. Smith, which

prompted a 15 per cent fall in

its shares, underlines that many retailers are suffering. The picture is not universally weak. Some sectors, such as clothing, appear to be doing well, although warm weather during the early spring may bave played a part.

The big retailers on which shopping centres depend are generally doing better than small ones which are more likely to trade out of high

> entral Statistical Office figures show that the cash value of sales by large retailers - those with turnover exceeding £3m (\$4.8m) in 1990 - was 4 per cent higher in the first quarter of the year than in the same period of 1994. Small retailers suffered a 2 per

Even so, large retailers are experiencing the lowest annual rate of sales growth since 1981. While these figures are generally disheartening for the

retail property sector, investors in very big shopping centres are doubtless taking a

long-term view. Besides, even if retail sales overall do not live up to expectations over the next few years, big shopping centres continue to take trade from high streets. So long as retailers are clamouring for space in regional and sub-regional schemes, rents will rise and investors will make an accept-

able return on capital. Whether by luck or judgment, the regional distribution of big shopping schemes has worked out well. The only obviously competitive situations are between Bluewater Park and Lakeside Thurrock, an existing regional centre just north of the River Thames in Essex, and between Buchanan Street and Braehead.

Even so, weight of investment going into regional shopping schemes suggests an uncommon degree of consensus that the future is bright. The bidding battle for the MetroCentre in Gateshead, one of the most successful of the existing regional shopping centres, will provide an interest-

ing litmus test of optimism. At least five bidders are known to have submitted sealed bids by last Friday's deadline. Of the known contenders, Prudential Portfolio Managers probably has the lowest cost of capital thanks to its status as an institutional investor rather than a public company. All other things being equal, this should allow it to make a higher bid than the competition.

are more like complex busipesses than conventional property investments. Forecasts of the income which can be squeezed out of the Metro-Centre are likely to vary enormously between the bidders, depending on the management strategy they have in mind.

Still, a final price of over £300m looks certain, which means that the winner is likely to accept an initial yield of less than 6 per cent. Such a low yield only makes sense if the buyer can be sure of achieving strong rental growth in spite of the current fragility of consumer confidence.

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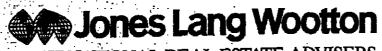
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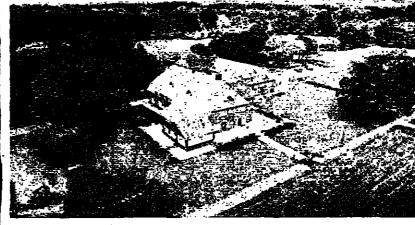
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The Financial Times plans to publish a Survey on **Shopping Centres**

on Friday, September 8.

This survey will focus on the Issue of planning consent, the difficulties developers experience in obtaining out-of-town sites and how some of

Other topics to be covered are: regional shopping centres, investment, town centre schemes and a look at shopping centres in Europe and the US.

Sophie Cantilion on Tel: 0171-873 3211 Fax: 0171-873 3098

do think of the work piling up on

your desk," says Sheila Dawson.

head of business services at the

international banking arm of the

Bank of Ireland. "We are going

through radical business re-design

and process improvement, so train-

ing must put things in context and

help our managers to deliver core

Changed times demand new

approaches to development, says

Roger Shaw of the consultancy

Strategic Training. "People now have to manage multiple strategies. They are dealing with great com-

plexity. Bringing in a consultant

who stays for a brief period, offers

objectives," she adds.

The 1990s have seen big companies struggling with the twin demons of achiev-

or the young, summer has a special meaning: freedom from classes and examinations, and the liberty to spend lazy afternoons whiling away the hours. When students graduate to the workplace. however, summer more often means spending sunny days cooped up in an office and roasting in traffic jams in a humid city.

A growing number of US companies are attempting to recapture a little youthful free spirit by creating special work schedules for the warm-weather months.

Pfizer, Bristol Myers Squibb, American Express, Viacom and Colgate-Palmolive are some of the companies that have adopted the practice. Most programmes allow workers to leave at Friday lunch time. American Express is more flexible, giving employees the choice of departing early on Fridays or arriving late on

Some companies, such as advertising groups Ogilvy & Mather and Grey Advertising, look on early release as a gift to require that the time be made up earlier in the week. Pfizer, for

orth American

next month

more popular with

"local" firms, according to a survey

of graduate opinion to be published

European business students than

Asked which company they

BMW was the leading European

multinationals scored well in one

notably where they had a strong

the brainchild of Universum, a

undergraduate students at 36

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<u>Elilinowa</u>

presence – but they were seldom

The European Graduate Survey is

small Swedish publishing company.

Altogether, final year graduate and

company in sixth place, with

Nestlé, ABB and Unilever also

or two European countries -

featured in the top 10.

On the whole Europea

above average in others.

multinationals appear to be

half hour earlier, or leave a half hour later between Monday and Thursday. Bristol-Myers cuts the usual lunch hour to 45 minutes.

"We had such an overwhelmingly positive response to this from our employees, and we haven't suffered any decline in productivity," says Ronald Martin, director of global employee relations for Colgate-Palmolive. "It allows people to beat the rush hour on Fridays and get away for the

Some corporations offer summer hours between the end of May and the beginning of September, while others limit the long weekends to July and August.

The cosmetics group Revion found the new work hours were so popular that it decided to turn the summer weekends into a year-round practice. "This did wonders for morale, so we decided to make it for the whole year," says Ronald Dunbar, head of human resources for the group. "We have a lot of single-parent employees and other workers who have a hard time balancing work and family, and the long weekends are really

Revion's hours are now 8.30am to

Tim Dickson on a survey of graduates' preferences

institutions in 13 western Europe

nevertheless interest the growing

countries were asked for their

Some of the findings were

views. The results were

predictable but they may

unweighted.

ing global presence and being locally responsive. The management development world has faced a parallel paradox - how to deliver general management educa-tion, as well as courses and pro-5.15pm Monday to Thursday, with release at 12.30pm on Fridays. grammes tailored to the specific Many companies see early release as part of the trend that led them requirements of companies and to institute casual dress on Fridays. individuals. The situation is further compli-The new dress code began as a

cated by the fact that managers, under pressure from constant summer-only privilege at most corporations, and was then change, have little time to develop extended to the rest of the year. the new skills needed to "reinvent" Corporations say the policy can give them a hiring edge over "Workloads are substantial and if competitors. This means the you are sent away on a course, you practice can become widespread in

vie for staff. Long weekends are common in the New York City cosmetics and advertising sectors, for instance. "Employees can appreciate more flexible hours more than a pay raise," says Harry Levinson, a nent consultant. "It can management consultant, give them a hiring edge."

a specific industry, as employers

Whatever the corporate reasons for instituting the policy, employees taking advantage of the long weekends say summer has acquired a special meaning again "It's wonderful, because I can take off for the beach with my husband, or just spend a quiet afternoon in the city," said Sara Roselli, a human resources associate at Colgate-Palmolive. "It's what summer should be.

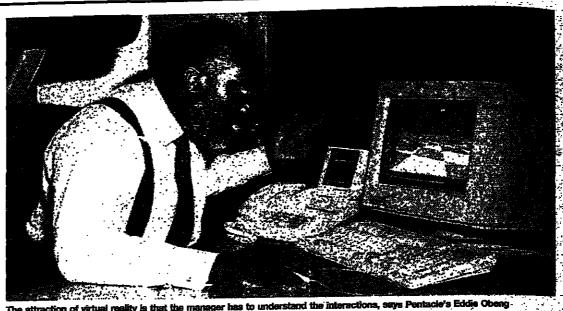
insight on a small number of issues to a small number of people and then disappears is not useful According to Eddie Obeng of Pen-Finding the 'ideal' company

tacle The Virtual Business School, the paradoxes can be bridged using the latest technology. "If managers can't be sitting in the same classroom, the traditional response has been to use some form of distance learning," he says. "While class-room-based and distance learning are clearly valuable, they cannot avoid being formulaic or relying on a 'one best way' approach.

There is a growing need for local learning - learning which is contin-uously adapted and fitted around the immediate needs of managers. If access to learning is immediate it becomes a far more valuable managerial currency.

Pentacle, which was set up in the south of England last autumn is using technology to give managers constant access to learning. It is, for example, using technology for mentoring. "The constant interaction allowed by networking on the information superhighway turns mentoring into a far more dynamic, customer-focused and practical exercise," says Obeng, a former Shell manager and ex-faculty member of Ashridge Management College. Senior executives without typ-ing skills are spared - they can use voice mail and relatively inexpensive desktop video phones.

Enthusiasm for such approaches appears to be growing. "Demand for



Local learning in a global market

Stuart Crainer says the latest technology can give managers access to information tailored to their needs

computer-based simulations and needs analysis software for manage-ment development has rocketed in the last two years," says Peter Ross. managing director of training and multimedia company, Peak Interactive. "Multimedia has finally become a practical reality for many businesses." Ross says.

Sceptics might suggest that while the world is full of talk of virtual reality, virtuality is far from reality. The virtual organisation conjures up the image of Californian management thinkers anxiously scanning the dictionary for new buzz-

"In the past people had to be brought together because they couldn't do things for themselves," says Laurence Lyons, co-author of Creating Tomorrow's Organisation and co-founder of Henley Manage-

ment College's Future Work Forum. "Now technology is giving more power to individuals. The implications for management development are phenomenal. Managers will have to organise, manage, motivate and develop themselves in a world where organisations and individuals become atomised. But they will not do so in isolation. They need to be linked to the organisation and

to interact with the other people in

Obeng believes the "V" word is misunderstood. "There is nothing grandiose about the concept. Managers are adept at using networks and, increasingly, at working in teams. It should never be forgotten that technology enables managers to work more effectively and to learn new skills cost-effectively. The virtual concept is a label, what matters is making it work." One means of making virtuality

work is the idea of "virtual teams" championed by Mercury, the telecommunications company. The term is used to describe groups of people who are accountable for the achievement of translent or short-term objectives. The idea is that virtual teams enable a flexible and continuously evolving fit between skills, resources and immediate needs.

One of the attractions of such a pragmatic approach is that executives do not have to travel the world, flitting from one jet-lagged meeting to another. Instead, technology provides constant links. through e-mail or computer notice-

Pentacle is using virtual teams in

the development of a virtual reality simulation involving programmers linked between its base in the UK and Seattle. "The attraction of virtual reality is, if it is well designed, the manager has to understand the interactions before making progress. The simulations we have developed examine real business issues," says Obeng.

Nuclear Electric's David Hean. one of the first managers to experience the simulation, believes it could prove valuable. "Examining business processes requires a tool which shows how they flow through the business. Seeing all the various processes and how they interact on the screen brings it to life and makes it easier to take a broader perspective," he says. "The only limitation is coming to terms with the simulation and how it works. Once you can understand this, you can make it happen.'

The simulation doesn't take up buge amounts of room on a PC and can be sent down phone lines quickly and cheaply. It is highly traditional in one respect, however: as the manager progresses through the program, success is measured by the physical size of the pound

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ollowing purposes:

To consider the Report on the activities of the Company for the year ended 31 December 1991.

To approve the aggregate ordinary remuneration to be made available to the Direction of the Company.

To reappoint Directors of the Company returns by rotation at the Meehing

Any Qualifying Policytholder who is entitled to attend and vote is entitled to appoint another person (who need not be a Qualifying Policytholder) so his proxy to attend and vote instead of him. A proxy is entitled to vote but is not entitled to speak except to demand or joan in demanding a poll. Proxy forms, which can be obtained from the Company Secretary (at the following address), must be deposited at 28 St Andrew Square, Edmburgh before 9:30 am on 17 [une 1995].

'Qualifying Policyholders' for the purposes of this Notice has the meaning set out in the trust deed executed by the Company on 31 December 1993 and extends tre

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Duied Zein May 1995

J W Powell

M T Bowell

M T Bowell

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(b) any person who has a with profits pedacy with Scottish Equitable pic where the policy has been linked to the With Profits Sub-Fund for a continuous period of at least one year as at the commencement of the Meeting. Any queries in respect of the qualification of policyholders to attend and vote at the Meeting should be addressed to the Company Secretary (at the address specified below). By Order of the Board

P H Grace Managing Director

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(a) Enc | Cuthbertson WS

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Gardens, Westing, Wes Sussez, BNI 18X, give
notice that on 36th May 1995 we were appointed
Josul Liquidators by resolution of atembers
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of the above named company statute to make a
first and fined distributions to creditors. Creditors
are required, on or before 26th Jane 1995, being
the last date for proving, to send in their foll
Carstian and surnames and addresses of their
solicitors it and any to the andersigate John
Wilsom Powell and Michael Timothy Bowell of
Levy Gee, 11th 710 or. Southfield House, NI 1
RV, the Jorn Liquidators of the end of their
solicitors, to come in and prove their delve and
claims a such time and place as shall be specified
to such motice, or in default thereof they will be
enchaded from the basedit of any distribution. A
first and final divisions is interested to the declared
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J W Powell

M T Bowell

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NOTICE IS HEREBY GIVEN that the creditors
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before the 30th day of June 1905 to used in
writing their names and addresses and the
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Imothy Richard Harris of COOPERS &
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Loudon ECAM TPL he joint figuidator of the said
company, or us default thereof they will be
evel need from the benefit of any distribution
made before such drivts are proved.
DATED this 25th day of May 1995
Temothy Richard Harris

Dated 25 May 1905

would "ideally" like to work for, number of companies looking open to foreign cultures and beyond their national borders for 7,000 Europe-based respondents to internationally minded managers. nsiness practices. a questionnaire ranked Among issues seen as important The majority of the most favoured Hewlett-Packard, McKinsey & Co. Boston Consulting Group, IBM and employers were in computers. by today's business graduates, the Microsoft in the top five positions.

telecommunications, management consulting, automobiles and consumer goods. Heavy engineering, pharmaceutical and insurance businesses were not represented in the top slots. The survey identifies four distinct graduate "profiles". These are the high-achiever (profit oriented, particularly interested in

working for a multinational and likely to have a career plan), the traditionalist (for whom interesting tasks and working with inspiring people are significant, and who

prefers not to leave his or her home

highly rated features of an

base), and the "post-materialist". Post-materialists focus on personal development and growth, spending time with friends, and developing their creative talents. They like working in a multinational, being

country for extended periods), the

entrepreneur (who sees a career as a means to build a sound financial

survey lists a corporate environment perceived as "truly multi-cultural" - and not overly dominated by one nationality; a progressive and dynamic style where managers are specific in goal setting and delegation, and are receptive to subordinates; and the possibility to make a positive contribution to society. Competitive salary and the chance to reach managerial levels were not

"attractive" emplover. More information from

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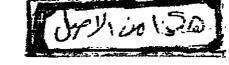
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ARTS

Sponsorship/Antony Thorncroft

London festival flush with aid

rts festivals are the wonder of our age. It sometimes seems that city, or a village, in the land, no in the world, that does not set out its cultural stall for a

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time each year.
But funding arts festivals is ness. In the first flush of enthusiasm sponsors rally round; for a year or two they keep the faith, then they fall away and the festival organisers must spend more time trying to raise money than pre-

In the last two years, with corporate sponsors wanting a tangible return from their support and reluctant to commit in the long term, festivals have found it harder to main-tain revenue. The Arts Council is not supportive, particularly of new festivals, and local authorities can offer little more than moral aid.

stand-bys, charitable trusts and foundations, have been less generous: lower interest rates have reduced their income and they are holding on to their resources in readiness to fund National Lottery projects. Fortunately festivals

premises, or employ large staffs, and they can trim their plans to fit the income. While many festivals struggle, some thrive. The first Islington International Festival opened yesterday. It was started by Sonia Serafin, who has raised an extraordinary £500,000 to fund the five-day

can adapt: they rarely own

event, which takes an idiosyncratic view of the arts. Ms Serafin finds her inspiration in the opening ceremonies

of recent Olympic Games and 70 per cent of the money raised has paid for visits by continental performance arts troupes that gave the Barcelona Games such a riotous send-off. So circus performers, and creators of surrealist sculptures, and pyrotechnic groups are prominent. On top of Islington Town Hall Dutch artist Erik Hobjin creates fire sculptures, and atop Upper Street's commercial premises Airvag is installing inflatable

About 100 companies have sponsored the fun and the key was getting core funders with seed corn cash, Islington comcil gave £150,000 to cover two years and the Business Design Centre offered a crucial £50,000. This was enough to get the revenue drive off the ground and local shops, busi-

A leading supporter has been Arsenal Football Club, which contributed £12,500. As a first-time arts sponsor this attracted matching funding under the government's Pairing Scheme. In fact the festival has been so successful in rais-

ing contributions from firsttime sponsors that it quickly reached the maximum £50,000 available in subsidy for a single event under the scheme.

Arsenal was fazed when the festival chose the cockerel as its mascot - the symbol of its arch rivals. Tottenham Hotspur. The festival discreetly nesses and the nearby City ralswitched to an African golden crested crane for its emblem. But the Arsenal connection has impressed local traders. many of whom have given en £100 and £5,000. Typical bas been the NatWest Property Group, which contributed the £2.000 raised from a "wear what you like at work

day": its staff turned up in jeans and T-shirts but paid for their fun, while managers paid for wearing suits.

An Islington festival gains from having rich and trendy locals with contacts in the City. Around a quarter of the City firms Ms Scrafin propositioned made a contribution, including Schroder, Morgan Grenfell, Slaughter and May, and Gartmore. Even the City Corporation, now a keen arts supporter, gave a neighbourly

So this weekend Islington is swathed in tents, in street theatre, in urban fairground, in continental mayhem. If any

tant new sponsors NEC, Den Danske Bank and Air UK helping to make up the fall-off from trusts and foundations. More typical of festivals is

Spitalfields, which begins next week. Its biggest source of unearned income, trusts and foundations, is down sharply this year, from £95,000 to £65,000 (although the Baring Foundation delivered its promise). But director Judith Serota bas raised £14,000 more overall - from corporate donations, from the Arts Council, even from the local authority. Tower Hamlets, and from commercial sponsors, up from £16,500 to £21,000.

Two new first-time supporters, St George, which is rebuilding the recently fire-damaged Spitalfields market, and Gibbs, Hartley & Cooper both attracted top-ups from the Pairing Scheme. The latter. surprisingly, is a Lloyd's bro-

Opera/Richard Fairman

Cunning Little Vixen' jumps across Channel

the programmes at the Théatre du Châtelet has taken on an extra significance in the last few weeks. Writing a year ago in his capacity as mayor of Paris, Jacques Chirac affirmed his support for the opera house which the city pays for out of its own funds and wished it a successful sea-

Since then the French electorate has stepped in to call the tune. With Chirac elevated to the presidency, the old rivalry between the Châtelet and the state-run Bastille -François Mitterrand's opera house of the people and formerly a bastion of socialist idealism - looks less clear-cut. In future, the two establishments will be fighting more to score artistic points than political ones - a battlefield where the Châtelet at present has a strong advantage.

As Chirac promised the theatre's 1994-95 season has been an adventurous one: a new Ring cycle, the ambitious production of Purcell's King Arthur which came to London. Britten's Peter Grimes and the last event - Janaček's The Cumning Little Viven, which is more of an adventure in France than it would be in

The operas of Janáček are still comparative rarities in France. In an interview, Charles Mackerras suggested that there has been no musician who has championed Janáček's music there as he has in

Britain, which may be true. Certainly, the Châtelet did well to invite him to conduct this production. There is nobody with more experience than Mackerras in this music and he had given the Orchestre de Paris a thorough grounding in the best Janáček style – lucid and transparent, every detail tingling with joyous

It would seem that Mackerras was the presiding genius of the enterprise. It was he who insisted that the opera should be sung in the original Czech, believing that translations of Janáček into French do not work; and one imagines that he also had an input in choosing the producer reviv-ing a partnership with Nicho-

The introductory page to las Hytner that worked so well for Handel's Xerxes at English

National Opera.

Although Bob Crowley's designs flooded the stage with brilliant green, Hytner avoided turning the argument of The Cunning Little Vixen into a comparably green tract. Humans and animals alike were shown to have their cruel side, while at the end the gamekeeper stood among the forest creatures as an equal.

If only the animals and birds had been less professionally cute, instead of dancers in fancy dress, heavily choreographed, like the chorus line of a West End musical.

The Czech soprano Eva Jenis sang a bright, confident Vixen. playing her more as a woman in fox-fur than a creature of nature: Hana Minutillo was her beau, the Fox, uncomfortable with some of the higher music. as mezzos often are in this

Hytner had their courtship take place on a double-bed made from fences and a quilt of leaves. Later, as parents of a sizable litter, they had become the perfect middle-aged couple: she wore an ankle-length dress, he had braces and a car-

By contrast with the bright colours of the forest, human life seemed a drab existence. The Schoolmaster and the Priest, sung by Josef Hajna and Richard Novak, boozed their evenings away in an inn shaped like a giant cognac bottle. When the schoolmaster gets tipsy and falls over, the set turned upside down and cartoon-style stars twinkled in his eyes – a delightful touch. Thomas Allen made the gamekeeper worldly and sympathetic, lifting the opera on to a higher plane in the final scene, as every singer of the role should.

If the Châtelet is to pursue a full Janáček cycle, this made a good start. Next season Simon Rattle and the City of Birmingham Symphony Orchestra keep up the British connection when they visit for a new production of Jenufa.

Of all the products to travel



Simon Treves, left, and Jasper Britton: solid and strong in 'Richard III' at the Open Air Theatre

Theatre

'Richard III'

at speed

tre in Regent's Park, the actor Brian Cox has staged Shakespeare's Richard III. Not their usual kind of show, but surprisingly effective; and much the same could be said of their Richard, Jasper Britton, who played the weedy Dauphin in Shaw's Saint Joan last year as if to the shrinking manner

or the Open Air Thea-

part of the country is ready for

Europe it is this part of North

London. The main arts venues

in the area, Sadler's Wells, the

Almeida, the Crafts Council,

have stayed aloof - at least for

this first year. Their support will be needed in 1996 when,

like most festivals. Ms Serafin

struggles to maintain momen-

She can take inspiration

from the largest arts festival

in the UK. if not the world.

Edinburgh, which this year

will get just over £1m, or 20

per cent of its income, from

sponsorship. There is an extra

20 per cent coming from the corporate sector, with impor-

Cox himself is not to be seen, but his style as an actor energetic, truculent, no-nonsense - is vigorously stamped upon the whole production.

It goes at a terrific pace; the text is shortened, of course, but an astonishing amount of it is retained, and projected with sterling clarity. Almost every scene comes snapping at the heels of the previous one, with scarcely time to draw breath. The actors pelt up and down the gangways as if in constant nanic.

Richard III is not much of an outdoors play, so there is more stage than is usual in this venue. Tanya McCallin's set is mostly scaffolding, with a long forward platform through which Richard erupts at the start, maggot-naked but for some ugly bandages.

He dons his custom-built, misshapen jacket and trews while snarling his way through "Now is the winter of our stick uncomfortably in discontent..." What was mere mind for a long time. greenstick boyishness in Britton's Dauphin becomes vicious

malcontent here, trembling at the end into fearful coll-

Black comedy is inevitable, since with the cut text the endless series of murders proceeds at near-farcical speed.

Yet the key scenes strike home with force: if the seduction of Lady Anne (Natascha McElhone, fair and faint) is even less plausible than usual, everything that is frankly nasty gets a sharp cutting

There is a splendid Queen Margaret from Anne White, hurling her curses like grenades, and the set-piece for the three bereft women (including Veronica Clifford's formidable Duchess and Harriet Thorpe's grim Elizabeth) is hair-

Among an excellent cast, many of them in double or triple roles, Brian Protheroe's wary Hastings stands out. So do Simon Treves' solid Buckingham; Peter de Jersey's Rivers and Richmond; and Christopher Hollis's Tyrrel and

But it is Richard who must carry the evening (there will be matinees, but Jason Taylor's lighting is predicated on nocturnal darkness); and Britton's stamina is no less impressive than his glinting intelligence, wit and crooked mobility. His performance will mind for a long time.

David Murray

Theatre/Ian Shuttleworth

Icon of the sixties masters the old times

Christie on stage does not attain the near-religious dimensions alluded to in some other critical quarters for those of us who grew up during her campaigning years rather than her golden screen era.

If we needed reminding, however, Theatr Clwyd has thoughtfully programmed a cinema season of Christie's greatest achievements in parallel with her impressive perfornance in Lindy Davies' production of Harold Pinter's 1971 play *Old*

Julian McGowan's set - an enorthrough the Channel tunnel, a mous would-be granite back wall trade in Czech operas must be among the most unlikely. behind a large, unfussy lounge area -

tre's large studio space, the domestic expanse of Charles Foster Kane's Xanadu shrunken to the dimensions of the prosperous chatter-

And, as in the Xanadu scenes of Orson Welles' film, Pinter's three characters spend their time failing ever to communicate meaning-

Leigh Lawson, as Deeley (oddly reminiscent, here, of Richard Johnson), and Carol Drinkwater, as Anna. impart an appropriate air of slightly stilted artificiality to the delivery of their lines, as if the characters, too, are performing rather than interact-

tion, and that of Kate (Christie), gradually twine together but grow no closer to constituting a common past. Anna may or may not be a past lover of Kate's, or the personification of an aspect of her personality, or a figment of the dead past, or all three: her status, like the old times themselves.

ate's other-worldliness is paradoxically rendered by Christie in a more naturalistic performance than those of her fellows: when she breaks out of her frequent silences she is recognisably a person rather than a persona.

What seems at first like a flaw in

is essentially elusive.

to subordinate herself to the demands of Pinterishness - slowly acquires strength until in her closing remembrance, it meshes with Kate's nature as the only one of the three who genuinely inhabits both the past and the present, as Deeley and Kate lapse into tearful silence.

The passage of time since the play's composition has also fortified its reso-

When it was written, its characters were recalling the joys of early 1950s London immediately post-austerity; however, it is impossible to read this production except as centring on the recollection by three fortysomethings of the glorious 1960s in what is

THEATRE

THEATRE

now a (for them) more comfortable but hollower world.

In this respect, of course, Christie's presence as a late-60s icon does no harm to the atmosphere of mis-remembrance of things past.

Old Times constitutes an object example of outgoing artistic director Helena Kaut-Howson's policy of marrying audience appeal to programming which gently pushes the envelope of mainstream theatre-going. On its own terms, it achieves a power undeniable even by those for whom Pinter may not be their particular tea party.

At Theatr Clwyd, Mold, until June 10

INTERNATIONAL

AMSTERDAM

CONCERTS Het Concertgebouw Tel: (020) 671 Royal Concertgebouw Orchestra:

with the Netherlands Radio Choir. Māriss Jansons conducts Schoenberg and Shostakovich; 8.15pm; Jun 9

Nieuwe Kerk Tel: (020) 676 6096 World Press Photo Exhibition: exhibition of 200 photographs chosen from approximately 30,000; TO JUIN 5
OPERA/BALLET

Het Muziektheater Tel: (020) 551

 Die Meistersinger von Nürnberg: by Wagner, Hartmut Haenchen conducts the Netherlands Philharmonic Orchestra and soloists Jan Hendrik Rootering and Slegfried Vogel; 5.30pm; Jun 4 (1.30pm), 7 loyal Theatre Carré Tel: (020) 320

Esmée: by Loevendie. World premiere based on a true story during the German occupation. Friedemann Layer conducts the

Netherlands Radio Philharmonic and soloists Jeanne Piland and Marie Angel; 8.15pm; Jun 2, 4, 6, 8

BERLIN CONCERTS

Konzerthaus Tel: (020) 309 21 02/

 Berlin Symphony Orchestra: with trumpet player Reinhold Friedrich. Michael Schonwandt conducts Copland, Zimmerman and Hayon; 8pm; Jun 4

Moscow Chamber Orchestra: with violincellist Boris Pergamenschikow. Constantine Orbellan conducts Mozart and Tchaikovsky; 8pm; Jun 7

 Orchestra of the Deutsche Oper Berlin: with pianist Bruno Leonardo Gelber Jiri Belohlavek conducts Shostakovich's "Symphony No.1" and Brahms' "Concert for Piano and Orchestra No.2": 8pm; Jun 8 Radio Symphony Orchestra Berlin: with violinist Kolja Blacher. Mosche Atzmon conducts Stravinsky and Tchaikovsky: 8pm;

 The English Concert Orchestra: Trevor Pinnock conducts Purcell in a concert that commemorates the 300th anniversary of the composer's death; 8pm; Jun 5

■ FRANKFURT OPERA/BALLET

Frankfurt Oper Tel: (069) 80 65 20

 Pina Bausch: choreographs "Cafe Müller" and "La Sacre du Printemps" to the music of Purcel and Stravinsky, 8pm; Jun 4, 5 Oper Frankfurt Tel: (069) 23 60 61

Lady Macbeth of Mtsensk: by

Shostakovich, Conducted by Guido Johannes Rumstadt and produced by Werner Schroeter. Soloists include Valeri Alexejev, Ryszard Karczykowski and Christine Clesinski: 7.30pm; Jun 5

LONDON CONCERTS

Barbican Tel: (0171) 638 8891 Grand Classical Gala: David Coleman conducts the National Symphony Orchestra and tenor

Anthony Mee to play a selection of classical favourities; 7.30pm; Jun 4 Sonny Rollins: jazz tenor saxophonist and one of the last survivors from a generation that included Miles Davis and John Coltrane; 7.30pm; Jun 3 Royal Festival Hall Tel: (0171) 928 8800 Philharmonia Orchestra: with

soprano Alison Hagley, mezzo-soprano Catherine Robbin and tenor John Mark Ainsley. John Eliot Gardiner conducts Elgar's "Enigma Variations" and Britten's "Spring Symphony"; 7.30pm; Jun 4 Philharmonia Orchestra: with violinist Maxim Vengerov. John Eliot

Gardiner conducts Elgar, Bruch and Mendelssohn; 7.30pm; Jun 8 Royal Philharmonic Orchestra: with mezzo-soprano Olga Borodina, baritone Sergei Alexashkin and the Brighton Festival Chorus, Valery Gergiev conducts Berlioz's "Romeo and Juliet"; 7.30pm; Jun 3 Vienna Philharmonic Orchestra:

Mozart and Prokofiev; 7.30pm; Jun OPERA/BALLET Royal Opera House Tel: (0171) 304

Seiji Ozawa conducts Berlioz,

Billy Budd: by Britten. A new production conducted by Robert Spano and directed by Francesca Zambello. Soloists Include Graham Clark, Francis Egerton, John Duykers and Rodney Gilfry/Peter Coleman-Wright; 7.30pm; Jun 5, 9 La Bohéme: by Puccini. Conducted by Jan Latham-Koenig and directed by John Copley. Soloists include Cynthia Haymon, Nancy Gustafson and Roberta Algana/Tito Beltran; 7.30pm; Jun 2,

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the artist's evolution from figurative to abstract painting; from Jun 4 to

■ NEW YORK OPERA/BALLET

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 West Side Story Suite: New York City Ballet premiere. Conceived and chareographed by Jerome Robbins and featuring the music of Leonard Bernstein with lyrics by Stephen Sondheim; 8pm; Jun 2, 4 (7pm)

THEATRE elasco Tel: (212) 239 6200 Hamlet by Shakespeare. Starring Ralph Fiennes in a limited run; 8pm;

to Jul 22 (not Mon) Ethel Barymore Tel: (212) 239 6200 Indiscretions: based on Jean Cocteau's "Les Parents Terribles" in a new translation by Jeremy Sams and starring Kathleen Turner, Eileen Atkins and Roger Rees; 8pm; (not

PARIS

Mon)

CONCERTS Châtelet Tel: (1) 40 28 28 40 New York Philharmonic: Kurt Masur conducts Strauss' "Métamorphosis" and Beethoven's "Symphony No.3"; 8pm; Jun 7 New York Philharmonic: Kurt Masur conducts Shostakovich and

Beethoven; 8pm; Jun 9

 Micromegas: works by European and American artists reflecting on scale and size; to Jun 4

American Center Tel: (1) 44 73 77

OPERA/BALLET Champs Elysées Tel: (1) 49 52 50 Ezio: by Handel. Conducted by Robert King, directed by Sephen

Medcalf and with the King's

Consort. Soloists include James Bowman, Susan Gritton and Dominique Visse; 7.30pm; Jun 6, 7, Opéra National de Paris, Bastille

Tel: (1) 47 42 57 50 Les Capulet et les Montaigu: by Bellini. Conducted by Bruno Campanella and produced by Robert Carsen; 7.30pm; Jun 3, 5, 9

VIENNA

CONCERTS Wiener Konzerthaus Tel: (1) 712

 Symphonic Ensemble: Franz Welser-Most conducts Liszt's "Les Préludes" and Shostakovich's

"Symphony No.7"; 7.30pm; Jun 7 Viennese Symphony Orchestra: with pianist Radu Lupu. Kurt

Sanderling conducts Beethoven and Shostakovich: 7.30pm: Jun 3 Viennese Symphony Orchestra: with soprano Christiane Oelze. Michael Gielen conducts Mahler and Webern; 7.30pm; Jun 8

Museumsquartier Tei: (1) 589 2239 Hiroshima: the Seven Streams of the River Otal Produced by Robert Lepage in English as part of the festival in Vienna: 7pm; Jun

WASHINGTON

CONCERTS Kennedy Center Tel: (202) 467

 National Symphony Orchestra: with pianist André Watts and soprano Bridgett Hooks. James Conlon conducts Poulenc and Brahms; 8.30pm; Jun 2, 3 **GALLERIES**

National Gallery Tel: (202) 737 4215 James McNeill Whistler: retrospective of the expatriate American artist with more than 200 works; to Jul 20

Arena Stage Kreeger Theater Tel: (202) 554 9066 A Month in the Country: written by Brian Friel after Ivan Turgenev. Kyle Donnelly conducts a romantic

comedy, 7.30pm; to Jun 4 Folger Theater Tel: (202) 544 7077 The Merchant of Venice: by Shakespeare. Commemorating the 400th anniversary of the play, this production is directed by Joe Banno; from Jun 2 to

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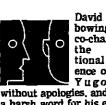
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THE FT INTERVIEW: Lord Owen

An exit with one regret



David Owen is bowing out as co-chairman of the international conference on former

without apologies, and without a harsh word for his employer. the European Union. He does have a regret, which is the failure of his first peace plan for Bosnia, the one he co-authored with Cyrus Vance, and quite a few complaints - mainly about the lack of US commitment, which he believes was fatal to that and subsequent plans. He remains convinced that the Bosnian conflict can be solved only through negotiation between the parties, and that the UN, even after last week's events, can and must recover its role as an impartial humanitarian force. His departure may have sur-

prised some who did not realise he was still in the job. In contrast with the limelight surrounding the Vance-Owen plan in 1993, Lord Owen and Mr Thorvald Stoltenberg, Mr Vance's successor as UN mediator, have been much less visible in the last year or so. Their role in Bosnia has been largely taken over by the Contact Group, in which the three largest EU members work together with the US and Russia. Lord Owen himself claims

credit for this development. Experience convinced him, he says, that it was essential to have both the US and Russia fully committed to the diplomatic process if it was to be taken seriously. Even the name "contact group" was drawn from his experience as British foreign secretary in the late 1970s, when he and Mr Vance (then US secretary of state: worked with Canada, France and Germany as a contact group on Namibia.

While remaining "tied into" the Bosnian peace process, Lord Owen says he and Mr Stoltenberg have worked more intensively on the peace pro-cess in Croatia. But, he complains, "the world's not interested in Croatia". They had made striking progress in getting Serbs and Croats to agree on a series of economic issues "I became an expert in electricity generation and water engineering, and even created an international oil company" but "all of that was blown up

David Owen: the ex-envoy has complaints but no apologies

He takes pride in the fact

that he and Mr Vance "kept

open a dialogue" with Mr Mil-

osevic even when they were

working closely with his Ser-

bian opponents, who at that time controlled the federal

Yugoslav government. ("People

forget how low his fortunes

were.") He gives credit to Mr Vance for first establishing the

relationship with Mr Milosevic, when negotiating the ceasefire

in Croatia at the end of 1991.

He regards the recent estab-

lishment of a direct dialogue between Mr Milosevic and the

US administration as "the

most important shift in US pol-

icy", which has taken three

parties in Bosnia-Hercego-

vina". He admits that Mr Rado-

van Karadzic, the Bosnian Serb

leader, has made it very diffi-

cult to have a dialogue with

him. But he argues that if that

is not possible it should be

"generals to generals", since the territorial issues still in

dispute between the Bosnian

t the same time, he

warns against relying

on Mr Milosevic "to

the exclusion of the

years to achieve.

by the fighting over western Slavonija" in April. "It will be hard to get those negotiations back on track, but in many ways they're the most important. Unless you can get the Zagreb-Belgrade relationship working, you're in serious

Another contribution Lord Owen claims credit for is the establishment of a mission in Belgrade to monitor the implementation by the rump Yugoslavia of its embargo on supplies to the Bosnian Serbs. This too involved complex negotiations with the Croatian Serbs, through whose territory most of the supplies had been going. The Croatian government had to be persuaded to allow the Croatian Serbs (whom it regards as rebels) to receive enough oil for their own use, as the price of getting Serbia to stop sending supplies through their territory to Bosnia. "The complexity of these arrangements was not fully understood by all members of the UN Security Council, but it was very well understood by [Mr Slobodan] Milosevic [the

Serbian president]."
That statement, with its jibe at the Security Council and its the failure of the Vance-Owen plan in May 1993, his role in Bosnia was reduced to broker ing a settlement based essentially on realpolitik. "History has already shown," he says, "that that was the last opportunity to stitch the country together, reverse ethnic cleansing (even if it could never have been done totally), and live up to the moral positions of the London conference". (It was at that conference, in August 1992, that his appointment was announced.) He still believes t<u>he Bosnian Serbs could have</u> been pressurised into accepting the plan if the US had put its weight behind it. "But it needed 60,000 troops, and they were not prepared to do it."

By contrast he remains critical of the "safe areas" concept, adopted by the Security Council just after the plan had failed. This, he says, encouraged ethnic cleansing, and also gave UN commanders an impossible mandate, both because they were not given enough troops to carry it out and because it was not speci-fied that the areas should be demilitarised. The Bosnian army therefore continued to fire out of them, and "it was hard to expect the Serbs not to

fire back". Lord Owen hopes to make the remainder of his career in international business. So far he is a non-executive director of Coats Viyella, the UK textiles group. He has an office in Queen Anne's Gate, Westminster, where he answers the telephone himself. ("I'm a great believer in the cottage office.")

He does not believe he has failed in Yugoslavia, any more than he did in his previous incarnation as leader of Britain's Social Democratic Party, formed after the split in the Labour party in 1981. "I don't believe the SDP failed," he says, since the Labour party has now accepted its ideas on "every single issue" which

caused that split. Similarly, he believes the eventual solution in Bosnia will be based on the peace plan he and Mr Stoltenberg negotiated with the parties in the late summer and autumn of 1993. This later became the EU plan and is now the basis of the Contact Group's proposals.

Recession still looms despite signs of confidence, says Leslie Crawford

utside Mexico City's

baroque cathedral, a vigil of the unem-

ployed loses a little faith each day. Hundreds of

workers stand with their tools at the ready and small cardboard notices advertising their

services: plumber, carpenter, bricklayer. Some have not

worked in months. Soup kitch-

ens are mushrooming in poor

neighbourhoods.
An estimated 800,000 jobs

have been lost since the finan-cial crisis plunged the econ-

omy into recession. Another

4m are working less than 15

hours a week - perhaps 10 per cent of the working population.

"The real economy has plum-

meted with the gliding angle of

a brick," a senior finance min-istry official says. The shock of

December's devaluation of the

peso, coupled with soaring

interest rates and a credit

freeze, caused output to drop

9.1 per cent in the first three

months of the year relative to

the final quarter of last year. Mr Guillermo Ortiz, the

finance minister, has warned

that the recession will deepen in the second and third quar-

ters, after which the economy

should begin to show signs of

recovery. However, most econ-

omists in Mexico and abroad

believe Mr Ortiz is erring on

the side of optimism. They

believe this year's recession

will be worse than the eco-

nomic collapse which followed the 1982 debt crisis, when gross

domestic product shrank 4.3

Then, as now, Mexico is

being forced to adjust to the sudden reversal of foreign capi-

tal flows through a big contrac-

tion in demand. Imports

showed their first sharp fall in

April, down 15 per cent on the

same month last year - with imports of consumer goods

down by a third. Intermediate

imports associated with export

industries now account for

three-quarters of the total,

while purchases of capital

Exports have responded

remarkably well to the devalu-

ation of the peso, turning a \$5.7bn trade deficit in the first four months of last year into a

\$1.2bn surplus in the year to

April. The motor industry is

now exporting three cars for

every one it sells at home as

domestic sales have shrunk 60

per cent. Chemical, textile and

steel exports grew 67 per cent

in the first four months of this

The trade surplus has been

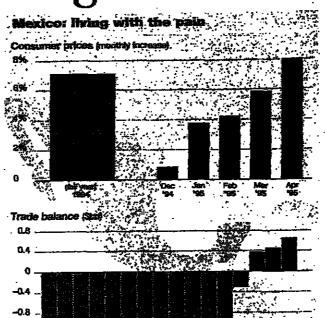
an important factor behind the

goods remain depressed.

reflecting low investment.

per cent in a year.

Mexico's vigil of woe



programme. The change of mood in Mexico's financial markets is palpable. The peso has stabilised at about 6.15 to the dollar from its all-time low of 7.45 in early March, although it is still vulnerable to the wide fluctuations in Mexican interest rates. The benchmark interest rate on 28day treasury bills, known as Cetes, has fallen from a peak of 82.65 per cent in the financial turmoil of early March to 51.99 per cent at this week's auction. When the rate dipped below 50 per cent last week, the peso weakened markedly against the dollar - a sign that inves-

returns to remain in pesos. The business community appears to be adjusting to the novelty of a floating exchange rate. And the stock market has rallied by more than 50 per cent in dollar terms as investors seek to recoup earlier losses. Inflation is believed to have peaked at 8 per cent in

bonos falling due over the next three months. Mexico will have to draw down additional US and IMF funds. But officials at tors are still demanding high the finance ministry are encouraged by the fact that a growing proportion of maturing debt is being reinvested in Mexico - an indication that the tight monetary policy is having

April, while interest rates are

gered an avalancing of loan defaults just as the financial crisis suddenly cut off their access to foreign credit.

The central bank has pro-

deputy governor at the central

bank. This is of critical impor-

tance for Mexico's troubled banks. The fourfold increase in

domestic interest rates trig-gered an avalanche of loan

vided billions of dollars in emergency credit and long-term funds to enable banks to restructure had deliks The extent of the damage, however, remains unknown Francis omists fear the wholescale rescheduling of loans that have already fallen due and are not being repaid has merely post-poned the inevitable day of reckoning for some of the weaker institutions. They warn there may be bank failures before the end of the year.

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The banking law was amended earlier this year to allow majority foreign ownership of domestic banks in the hope that some foreign tuyes tors may be found to recapitalise Mexico's debilitated financial groups.

arlier this week, Banco Bilbao Vizcaya of Spain became the first foreign bank to acquire a majority shareholding in a Mexican bank when it took control of Probursa, a small bank burdened with a huge portfolio of bad debts The government helped the transaction by agreeing to take \$800m of bad loans off Probursa's balance sheet.

President Ernesto Zedillo is keen to promote foreign direct investment in all sectors of the economy, which he regards as the only way of reducing Mexico's dependence on short-term finance. Mr Zedillo has said he intends to privatise "everything allowed by the

constitution". However, beyond immediate crisis management and hopes that exports and foreign direct investment will continue to grow, Mr Zedillo has given little indication of how he intends to steer the economy back to growth. There were few firm proposals in the National Development Plan announced this week to deal with Mexico's low domestic savings rate, contain the crippling cost of the state-run social security system, or create 1m new jobs each year for Mexico's young workforce.

It is problems such as these

that Mr Zedillo must address if he is to convince those who stand in vigil outside the cathedral in Mexico City that the present crisis, although painful, will be transitory.

government and its Serb oppotribute to Mr Milosevic's nents are essentially of a stra-Edward Mortimer growing confidence expressed in the government's austerity sophistication, is vintage Lord Owen admits that, after

IN ADMINISTRATIVE COMPULSORY LIQUIDATION

INVITATION TO EXPRESS INTEREST IN THE ACQUISITION OF SHARES, ACTIVITIES AND ASSETS OF THE ALUMINIUM DIVISION, REGARDING THE PRIMARY, ROLLED, PACKAGING AND EXTRUSION SECTORS OF ALUMIX GROUP.

(a) Elim in administrative compulsory liquidation holds:
(a1) 99,9994% of Alumix S.p.A. (the remaining 0.0006% owned by

Avioleri
(a2) 100% of Comsal S.p.A. in administrative compulsory liquidation which owns 99,938% of Nuova Comsal S.p.A. (the remaining 0.052% owned by Alumkx S.p.A.)

(a) Ausmix S.p.A. holds:

(b) 6% of Halco Mining, which owns 51% of Compagnie de Bauxite de Guinée

(b2) 52.1% of Eurallumina S.p.A.

(b3) 100% of Almax Italia S.p.A.

(b4) 100% of Sardal S.p.A.

(b5) 100% of Comital S.p.A. which owns 100% of Comital Aluminium GmbH

(b6) 100% of Alumix GmbH

(b7) 99% of Alumix GmbH

(b8) 90 048 - 16. (b) Alumix S.p.A. holds:

(bi) 99-94% of Alumix S.A. - France (bi) 99-94% of Alumix S.A. - Spain (bi0) 99-9775% of Alumix S.A. - Spain (bi1) 99-9775% of Alumix S.A. - Spain by Nuova Comsal S.p.A.) (bi1) 100% of Alucasa S.p.A.)

ic) The main sites and plants of Alumix S.p.A. Include:
— in the primary sector, the smelters in Portovesne (CA) and

frusha (VE);
In the rolled sector, the plants in Fusina (VE). Porto Marghera
(VE), Nembro (BG), Fettre (BL), (the lifth rolled plant of Alumix
Group is in Volplano (TO) and befongs to Comital S.p.A.; the
sixth is in Portovesme (CA) and is owned by Nuova Comsal

in the extrusion sector, the plants in Bolzano (B2), Feitre (BL), Porto Marghera (VE), and Fossanova (LT) (the fifth extrusion plant of the Alumix Group is in Iglesias (CA) and belongs to Sardal S.p.A.; the sixth is in Mori (TN) and is owned by Almax

S.p.A.; in the packaging sector, the plants in Spinetta Marengo (AL) Frosinone and Volplano (TO) are owned by Comital S.p.A.; in the research and development sector, the centres of Novara and Portovesme (CA) are both owned by Alures S.c.p.A.; in the Allumina sector, the plant in Portovesme (CA) belongs to Eurallumina S.p.A.;

Euraltumina S.p.A.;

(d) The Liquidating Commissioner of Efim in administrative compulsory liquidation by virtue of the plan presented by the same Liquidating Commissioner on March 18th, 1995 and approved according to Article 4, comma 1 of the Law Decree No. 487/1992 converted into Law No. 33/1993 and to Article 11, comma 3, letter C), of the Law Decree No. 643/1994, converted into Law No. 738/1994, by the Minister of Treasury and by the Minister of Treade and Industry, by Decree No. 547209 of May 15th 1995, intends to start the procedure regarding the sale(s) of shares, firms, branches of firms or single assets.

It is understood that, as soon as the companies listed under a1-e2 and from b3 to 511 are put into liquidation, the Liquidating Commissioner wit dispose of Lrt. 1,200 billion in order to pay the debts of the mentioned companies.

2. Considering all the above, the Uquidating Commissioner of Elim in administrative compulsory liquidation invites

all those who are interested in the acquisition of the entire aluminium division or parts of it (companies, firms or branches of firms, plants, trademarks, fired assets, part or firm) however composed, to manifest their intention to participate in the competition for the sale of the mentioned division or parts of it, addressing a letter to Bain, Cuneo e Associati Via Crocelleso, 10/12 - 20122 Mileno - Italy to the attention of Dott. Glasseppe Piccinotti - Dott. Pietro D'Azzi

with copy for information to: Commissario Liquidators dell'Efim in Iquidazione coatta amministrativa, Via XXIV Maggio, 43/45 -00187

The mentioned letter shall: a) contain the full identity mentioned letter snau; contain the full identity of the interested party, by specifying its legal headquarters, it is moreover understood that only companies or similar entities will be admitted, with express exclusion of

similar entities will be admitted, with express exclusion of inducanes and brokers; be subscribed by the legal representative of the interested party; where offered by joint parties as a group, be signed by each member of the group and tendered by a single representative, expressly entrusted; concisely indicate the reasons of the Interest in the acquisition; contain the declaration that the party is participating in its own interest or, if acting for third parties, in the case sub-c), the list of the

principals, together with the information herein above sub a) and with a copy of the power of attorney;

f) contain any further information, deemed useful by the interested party in order to give evidence of its economic and financial capability in view of the acquisition; in any case, the Liquidating Commissioner may require the party to furnish more detailed information as well as suitable guarantees and warranties;
g) contain the explicit acceptance of the italian law and of the exclusive talian jurisfiction comments over below the former. clusive Italian jurisdiction, competent court being the Court of me, with regard to all relationships resulting from the Liquidating mmissioner's evaluation of the party's letter.

The following documents shall be attached to the letter:
a) a copy of the By-Laws of the interested company(les) and a copy of the two test approved balance-sheets of the company(les):
b) a complete list of the members of the Board of Directors and of the Accounting Committee of the interested company(les):

Accounting Committee of the interested company(ee).

The letters of the interested parties must arrive within 4 p.m. on June 15th, 1995. The Liquidating Commissioner may take - at his fully discretionary option and without duty of justification - into account further letters, late arrived, with respect to the mentioned date.

The publication of the present invitation, and the receipt of expressions of interest possibly following thereto, do not impose on the Liquidating Commissioner any obligation to carry out selling procedures or any further obligation to open the negotiations and so on or any other relation with the parties who have expressed their intention shall be subsequently communicated to them in writing, at the Liquidating Commissioner's tully discretionary option and without obligation to state the reasons thereof; on the same occasion, the interested party shall enter into a Secrecy Agreement, concerning the documentation it expects to receive from the Liquidating Commissioner or from Bain, Cunce a Associati. Once this engagement has been entered, the chosen parties will receive:

a) an informative document containing the essential data, regarding the sale(s) of the above mentioned companies, plants and goods, for which the party has expressed its intentions;

b) further information, except for that which the Liquidating Commissioner may deem to be reserved information.

Once the information stage has been concluded, the Liquidating

Once the information stage has been concluded, the Liquidating Once the information stage has been concluded, the Liquidating Commissioner may carry on the comparison among the parties, in order to sell part or the whole eluminium division, at his fully discretionary choice. The Liquidating Commissioner shall fix a date, that may be peremptory, within which the parties who have been selected for this third stage shall make an offer and start, in the meantime, the check operations and due diligence; the latter will take place at a prearranged "data-roam", within a further date, peremptonly fixed by the Liquidating Commissioner.

The Liquidating Commissioner will compare the different offers taking into account, among others, the following information, given by the interested parties:

to account, among others, the tollowing information, given by the terested parties:

the acquisition plan for the requested parts (or for the entire division), also taking into due account the restructuring costs, that will be charged to the buyer, for the parts that will remain;

the capability and will be strengthen the competition of the acquired parts, supported by Industrial investments and market plans, blocklint for each current each with the previous.

parts, supported by Industrial investments and market plans, binding for and gustranteed by the purchaser, the capability and will to guarantee, for the acquired parts, a high employment level, sustainable on a long term basis, supplying adequate guarantees and subscribing an agreement in accordance with the Laws on EFIM, as to the aloresaid points. In conclusion, as a mere example, the comparison shall lavour complete solutions which, though not necessarily unitary, are however complementary, and which combinate to strengthen the entire aluminium division and meximize its global value. Therefore, an offer for the whole division, under the same conditions, shall be preferred to any other offer; likewase, offers for wider parts of sectors shall be considered more lavourably than those for more limited parts of the division.

hars of the division. The above mentioned sale(s) will be conducted according to private law. The Liquidating Commissioner will act in accordance with article 4, comma 1 of the Law Decree No. 487/92, converted with modifications into Law No. 33/93, with acts of private law and in observance of the Civil Code, laws and regulations of Italy and of the European Union. The Liquidating Commissioner will have full discretionary power with respect to the choice of the interiocutors, the opening or not of negotiations upon single requests, as well as all interim or final decisions.

This announcement does not constitute, in any way, either an offer of

This announcement does not constitute, in any way, either an offer of sale to the public, as to Article 1336 of the Italian Civil Code, or a solicitation of public savings, as to Article 1/18, of the Law June 7th, 1974, No. 218 and following modifications. 4.This text is the mere translation into English of the Italian text which, in case of any discrepancy, will prevail.

fall," says Mr Ariel Buira, a THE EDITOR

ital flight

Number One Southwark Bridge, London SE1 9HL We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax to 'fine').

Translation may be available for letters written in the main international languages.

US/Japan trade dispute may lead to WTO 'bust-up'

From Sir Roy Denman. Sir, The European Union's approach to the dispute between Japan and the US on cars seems strangely blinkered. The European Commission is entirely correct in declaring that the US action, in threatening unilateral tariff increases if Japan does not comply with its requests, violates international trading rules. When Mr Ron Brown, US commerce secretary, says opinions on the legality of these measures are mixed he is condoning dangerous rubbish ("Japan ahead by a nose in hearts and minds battle", May 26). The World Trade Organisation, like the General Agreement on Tariffs and Trade before it, stands for the rule of law in international trade. After all, it was an American who once said cases were better settled in a judge's chambers rather than in the chambers of a six-shooter.

This having been said, the Americans still have a problem. It has nothing to do with a large Japanese trade surplus; no international trading rules limit these. The problem is that Japan has for long limited its imports of manufactures by a variety of devices, from technical standards to cartels and arrangements between companies.This is a problem for the world trading community. The Americans have chosen the wrong way of going about it, but if it is not tackled Congress will deal with it. This would be like turning a man-eating tiger | London SW3 3RP, UK

loose in a shopping mall. Meanwhile, the Commission is standing on the sidelines, clucking its tongue at the Americans and endeavouring to attract admiring glances from the Japanese. This will get it nowhere. But there is a perfectly legal route which the Americans have initiated but have not yet concluded. An article of Gatt, now the WTO. has long provided that if any member considers that the benefits it has secured in trade negotiations are being "nulli-fied or impaired" by another and it cannot get satisfaction, then it can ask the WTO for authority to raise tariffs against the party concerned.
Ironically, the Commission suggested joint action on these lines to Washington in 1982. The Americans said that they were not prepared to "gang up" against Japan. In vain the

bers of the world trading club fully paid their dues in terms of open markets for imports. This is an area where the US and Europe, and other world trading nations, can co-operate to remove a real irritant to world trade. If the Americans are left to go it alone on a non-legal route then Congress will take over. And Congress could bust up the WTO. Roy Denman, 26 St Luke's Street.

Europeans pointed out that

they did not want to gang up

against anyone, but simply

wanted to ensure that all mem-

Cashflow measure an important aid to investment

From Mr Chris Faber.
Sir, The "Valuation yard-sticks" Lex column (May 30)

should be applauded for its recognition that simplistic, accounting based measures such as price/earnings multi-ples and yield should be com-plemented by analysis which strips out accounting distortions. Its recognition of return on capital as an alternative measure is a step in the right direction, but equity market participants are still way ahead of you.

Fears that Mexico might

default on its short-term for-

eign debt have receded,

although there will be little

respite from the heavy repay-

ment schedule until the end of

August. The emergency funds

provided by the US Treasury

and International Monetary

Fund have allowed Mexico to

redeem almost \$17bn of dollar-

linked treasury bills, known as

tesobonos, as well as \$9.49bn

some success in stemming cap-

"To the extent that dollars

remain in the economy, more

credit will be available and

interest rates will begin to

With another \$7.32bn in teso-

on other external debt.

Leading investors in the equity market look beyond return on capital and pay for cashflow return on investment. To date, there are 28 institutional investors in the City who rely on this as a measure of corporate performance. This measure eliminates accounting distortions mentioned in your article such as leases and goodwill, inflation, depreciation and revaluations. Your readers may be interested in knowing that when adjusted for these distortions, the cashflow lilin return on investment for "UK"

plc" is between 6 per cent and 8 per cent as compared to the still-overstated 18 per cent to 24 per cent return on capital highlighted in your column.

On a company-specific basis, monitoring this measure leads to significant insights about whether management strategy is likely to enhance or destroy shareholder value. Lloyd's Chemist, for example, boasts a 32 per cent return on equity and a 28 per cent return on capital employed, which would lead one to believe aggressive growth should increase shareholder value because returns exceed the cost of capital. However, cashflow return on investment is only 3 per cent, which leads to the insight that aggressive growth is actually destroying shareholder value because returns are below the cost of capital.

Chris Faber, HOLT Value Associates, 300 South Riverside Plaza. Suite 1400N. Chicago. Illinois 60606.

Some little piggies do fly

From Mr Roy Suckling. Sir, The Observer column's normally humorous last item, on May 31 under the headline.

"Fattened up", reads:
"And so another month ends. All targets met. All systems

working. All customers satisfied. All staff eager and enthusiastic. All pigs fed Cambridge CB5 8RT, UK

In our case this is a normal and highly satisfactory monthly report.

Roy Suckling, director. Suckling Airways,

Little of substance seems required of new CBI leader

From Mr Ralph Windle. Sir, Like others, I occasion-ally scan the job advertisements (especially Top Jobs) with the same dispassionate interest as for the obituaries or

court circular. So, given the imminent and sadly premature departure of Howard Davies, who could fail

Broadbent International, which seemed to be downgrading this important role to something between a public relations officer free-to-travel and a spin

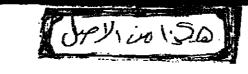
Beyond the obvious bro-mides about "leadership and stature" (mainly artefacts of image-makers these days) the only specific attributes demanded relate to "communia successor director general of the Confederation of British demanded relate to "communication", "promotion", "skills as a speaker, broadcaster and a speaker, broadcaster and speaker and speaker and speaker. writer" and so on. Certainly

expression might not come amiss. But what about the substance?

Totally absent was any mention of real industrial experience, technology, manufactur-ing, industrial relations, markets, investment – even a smattering of economics or sustained executive achieve-ment. What about the skills to start converting the UK's toonumerous employer federa-tions into something like the Interesting reading. Was it | writer" and so on. Certainly | real confederation of British | the CBI, or possibly Norman | some decent aptitude for industry we so badly lack? Get

ting a better competitive prod-

uct to "promote"? Surely chatting up the press and ministers can't be everything can it? No wonder hearts are a-flutter among the "chat-tering classes", business jour-nalists, PR agencies, broadcasters and career anxious junior ministers. What about a woman to wake them up in the Athenseum? Ralph Windle. Cheswell Cottage, Standlake, Ozon OX8 7QN, UK



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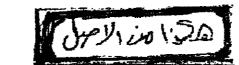
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FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL Tel: #44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700 Friday June 2 1995

Message from Messina

for today's meeting to launch the "reflection group" which will pre-pare next year's intergovernmental conference (IGC), the Italian government has issued a deliberate challenge to its EU partners. For the British government it is almost a provocation. Messina was where the original Six met and agreed to found the common market back in 1955. British reaction at the time was notoriously dis-missive, and many of Britain's subsequent European travails have been attributed to its failure to "board the train" before it

The British government is not alone in being unconvinced that the moment has come for another leap forward in European integration. Almost all the EU's member states are still nursing their bruises after the battle to ratify the Maastricht treaty, or, in the case of the three new member states, their accession treaties.

Even the Germans, who with the Italians insisted on writing 1996 into the Maastricht treaty as the date for a revision conference, now wish that 1996 was not coming quite so soon. They were and are frustrated with the compromises on political union that they had to accept in 1991. But the federal union of their dreams seems if anything even less attainable now than it was then.

The temptation to settle for "a 12,000-mile service rather than a new engine", in other words to confine the IGC to making minor improvements in the treaty on which consensus can easily be reached, is strong. But it should

Imperfect operation

The present union of 15 members already functions very imper-fectly with institutions originally designed for a community of six. The Commission has grown too big to function as a single-minded executive, and the Council finds it increasingly difficult to take decisions, especially on those issues which require unanimity. At the same time the expanding competence of the union, accepted with varying degrees of reluctance in different areas by the member states, has led to a variety of decion how many different ones there do it must be able to do well.

are. No wonder the general public is bemused and alienated.

A grand simplification and rationalisation would be badly needed even if there were no immediate prospect of further enlargement. But expansion is precisely what is in prospect. One applicant country, Cyprus, has now been formally told that it can hegin accession negotiations six months after the IGC finishes which means probably before many member states have ratified the conclusions. Another applicant. Malta whose small size raises specific institutional problems, will almost certainly negotiate at the same time; and at least three of the central European applicants - the Czech Republic, Hungary and Poland - will be close behind if not alongside. The union must thus expect to have at least 20 members within 10 years, and possibly more.

Streamlining essential

The sheer expansion in numbers will make some streamlining of the union's procedures essential. If all the big states insist on keep ing two commissioners each, in addition to one each for the small ones, the Commission will lose all credibility as an executive body. Unanimity in the Council will likewise be much harder to attain. In the interests of efficiency, the types of decision requiring unanimity will have to be reduced to a minimum, with perhaps a compensating provision for states to ont out of some decisions to which they have a strong objection.

This is particularly relevant in the area of foreign and security policy, where the Maastricht provisions are clearly inadequate. And that area will take on even greater import as enlargement takes the union's borders closer to zones of instability in the east and south-east. Indeed, for the newcomers it will be of much more immediate import than the single currency, for which the Maastricht provisions are so much

Finally, the larger and more diverse the union, the more imper ative it becomes to safeguard that diversity by limiting the union's competence to those areas where common action is strictly necesexperts are unable to agree even much, but those things it needs to

Private prisons in perspective

Since Lady Thatcher's day, most UK privatisations have been highprofile exercises in popular capitalism. Not so the privatisation of Britain's prisons, which has been greeted with little ministerial fanfare and no public flotation.

Yet prison privalisation, which took a significant step forward yesterday with the announcement of two new private prisons, is as significant as any. In principle, if a prison can be designed, financed built and managed by a private company, it is hard to see why any other governmental activity need be directly provided

The point is all the stronger since prison privatisation is directly encroaching on the sphere of the police. The job of conveying prisoners between jails and the courts, largely in the hands of the police until now, is being con-tracted out to the same security firms which are operating and bidding for private prisons. Within a year, the entire court escort ser-

vice will be in private hands.

It is a sign of the triumph of privatisation that a policy regarded as beyond the pale even five years ago should be in various stages of implementation in countries as diverse as the UK, the United States, Australia, Canada and New Zealand. The potential advantages to be gained from dividing ownership and manage-ment from regulation are now widely appreciated, and the number of critics opposing the con-tracting out of custody services on

principle is shrinking.

Prison privatisation should be judged by three yardsticks - the value for money it provides; its impact on security and the prison ing standards and efficiency within the state sector.

Cost savings

The number of private prisons is too few, and the experience of them even in the US - too recent, in reach more than tentative judgments. But their record in the UK is sufficiently encouraging to believe that the policy is worth continuing and that even if a future Labour government is cautious about sholesale privatisation, it would do well to cultivate a small private prison sector as a stimulant for state run pris-

ons. This in essence is the existing policy, which is largely restricted to franchising new prisons, with an aim of having about 10 per cent of prisons in the private sector by

It is not hard to see why contracting-out should produce cost savings. Prison services are notorious for their restrictive practices, which governments have heen reluctent to disturb. Prison construction has suffered from the delays and cost over-runs typical of large construction projects, par-ticularly in the public sector.

Tougher life

More problematic is the ques-tion of prison regimes. Obviously governments want greater security and fewer escapes, and insofar as the setting of performance targets helps to secure those goals it will be universally welcomed. The setting of contracts can also

have a dramatic effect on prison conditions. This is not because of any inherent superiority in pri-vate operators, although the opportunity to gain an infusion of new blood into prison management and custody may be valuable. Rather, the decision to lay prison conditions down in contracts has inevitably resulted in improvements, since conditions in older prisons are patently sub-standard and could hardly be stip-ulated in private contracts.

However, the issue of prison conditions is not straightforward. If ministers are looking to private operators to improve or change those conditions, they need to be open about their policies and seek to carry public opinion behind them - and not leave private oper-

ators to carry the can.

Calling for a tougher life for prisoners is the staple diet of politicians anxious for a populist cry. Mr Michael Howard, the home secretary, acted true to form in his recent call for an "austere" prison regime. Private operators fear that they will be expected to chop and change the prison regime in respects such as visiting times and hours of confinement in

response to such pressure. Penal policy must remain a matter for politicians and parliaments. The best privatisation can offer is the possibility of implementing their decisions more economically

hina's diplomatic reprisals against the US for allowing President Lee Teng-hui of Taiwan to pay a private visit in June have again focused attention on relations between what used to be known as "the two Chinas".

Beijing uses every opportunity to reassert its claim that Taiwan rightfully belongs to China. With the retrieval of Hong Kong and Macao, in 1997 and 1999 respectively, well in hand, China is stepping up its diplomatic offensive for reunifying the two combries.

But Taiwan has become increasingly assertive as it transforms itself from a military dictatorship to a flourishing democracy. The Tai-wanese will elect their president for the first time next year, in a process likely to increase the island's desire for self-determination.

Both countries acknowledge their close relationship. Mr Jiang Zemin, China's president, depicted the bond as that of "father and son" in a speech in January calling for closer ties with Taiwan leading ultimately to reunification.

Mr Lee borrowed the analogy of

"older brother and younger brother" in his riposte to Mr Jiang to describe his vision of relations between China and the island Beijing regards as a rebel-occupied Ms Hsiu-lian Annette Lu, a legis-

lator from the Democratic Progressive party (DPP), Taiwan's leading opposition, and co-chair of the legislature's foreign affairs committee, prefers a different metaphor: that of a divorced couple. "China divorced Taiwan 100 years ago, and now it feels regretful because the ex-wife has become so attractive," she says. "So now they say, I still love you, will you marry me again?" Ms Lu, a former political prisoner

who recently declared her candidacy for the vice-presidency, adds: Beijing has never given up the threat of military invasion. Besides, China still tries to prevent Taiwan from going out and dating and making friends with the world. Taiwan is now an emancipated ex-wife who is not happy to return to the arms Since the United Nations

switched recognition from Taipei to Beijing in 1972, China has successfully employed strong-arm tactics to persuade all but a handful of small countries to concede - publicly at least - that Taiwan belongs to it. Mr Peng Ming-min, a legal

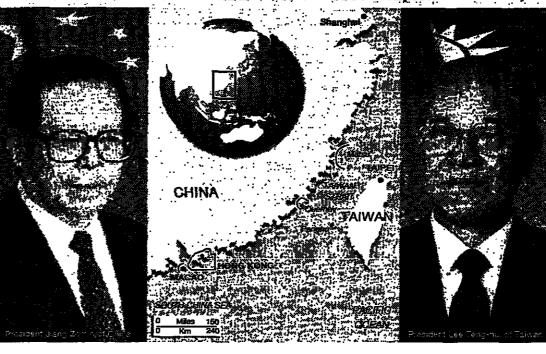
scholar seen as the DPP's most likely presidential candidate, argues that Beijing's legal claim over Taiwan is tenuous at best. "Purely from a legal point of view, there is no document or treaty with legal effect which says that Taiwan is a part of China," he says. China controlled Taiwan only

from 1887, when the island was made a province, until 1895, when

Strained relations in family feud

Beijing's efforts to reassert its claim to Taiwan come as the island gears up for elections, says Laura Tyson

Taiwan and China: close relatives or divorced couple?



the imperial court ceded it to Japan "in perpetuity".

"What is the actual basis for mainland China's claim over Taiwan?" asks Mr Peng, a former political exile known as the "godfather" of the Taiwan independence movement. He returned to Taiwan two years ago after 23 years in the US. "One justification is that 'We are all Chinese' - but can origin of population be a basis for a legal claim? The other is that China has an ancient territorial claim, but this is not sufficient either.' During the second world war, the

allies called for the restoration of "Formosa [Taiwan] and the Pescadores [Penghu, a group of small islands in the Taiwan strait]" to the Republic of China. But the two declarations - in 1943 and 1945 - were policy statements rather than legally binding documents, Mr Peng says. Japan renounced all claim over Taiwan in the San Francisco treaty of 1951 - but this did not specify the country to which sovereignty was to be transferred. Taipei and Japan signed a treaty with the same wording shortly after, but again no beneficiary was named. To back its claim, Beijing cites the Shanghai Communiqué, a policy statement signed in 1972 by Richard Nixon, then US president, and Mao

Zedong, chairman of the Chinese Communist party. In it, the US "acknowledged" that both Beijing and Taipei agree that there is only one China and that Taiwan is part



of it. Other governments use similar language: Canada "takes note of" China's claim; Japan "respects" Beijing's position. All are formulas, Mr Peng argues, to get around formal recognition of Beijing's claim to outright ownership of Taiwan, which few countries grant.

But soon the world will be forced to ponder Taiwan's role in the 'China family". Ms Lu says: "It's time for the world to stop spoiling China. The whole world takes it for granted that whatever China says, whatever Beijing claims about Taiwan is fact." Adding to the confusion, Taiwan's

government also upholds the notional claim that the island is part of China - a China ruled by the Nationalists, who retreated to the island in 1949 after the defeat of Generalissimo Chiang Kai-shek by the Communists. The Nationalists also purport to seek reunification. but in Taiwan both of these claims are widely regarded as little more than lip-service to a potentially hos-The presidential election, how-

its future. The mainstream faction which controls the Nationalist party differs from the DPP on the

"For the first time, the people on this island will choose their own leader," says Ms Lu. "No matter who gets elected, he will be the true leader, and he will have the guts and determination to say what he really wants to say. President Lee is not free to express his opinions."

For now, the government is calling on Beijing and the rest of the world to recognise Taiwan as a sovereign political entity, separate from and equal to China – so far in vain. The Nationalist claim is based more on effective control - akin to squatters' rights - than on legalities. Were it not for the threat of attack by China, many political analysts believe the ruling party would k to formalise Talwan's 46 years of de facto independence.

"No government is unilaterally going to recognise Taiwan, at least for the foreseeable future," says a western diplomat. "It's just not worth the trouble of crossing

But the Taiwanese are fearful of binding their fate to that of historically volatile China. And there is no consensus on the country's identity. In a recent poll, 29 per cent of respondents felt themselves to be Taiwanese; 35 per cent said they were Chinese; and 27 per cent saw themselves as both Taiwanese and Chinese. The rest were unsure.

hat Taiwan is not a part of the People's Republic of China is one of the few points upon which residents of all political persuasions agree. Taiwan's future president will have little time and less ammunition to fend off an acquisitive Beijing. The island's economic dependence on China is growing and Hong Kong serves as the conduit for the majority of cross-strait trade and investment.

Beijing is already using Hong Kong's reversion to Chinese control in 1997 to force Taipei to make concessions. In recent weeks, China has thwarted Taiwan's efforts to renew an air services pact with Hong Kong and to restore limited direct shipping links to China. For the past century, Taiwan has

been shaped by different forces. both culturally and politically, from China. Mr Peng stresses that Taiwan is today distinctly different, after 50 years of Japanese occupation and the postwar period when US influence was pervasive. "The ancestors of the majority of

people here came from China but the history of the island is totally different," he says. "We have developed our own identity. We are Chinese as much as Americans, New Zealanders, Australians or Cana-

The success of intervention in currency markets may depend on timing, argues Robert Chote

Symphony of support

he world's leading central exchange markets on Wednesday by intervening in concert to support the dollar. Early indications suggested that it was money well spent.

The central banks bought dollars in quiet New York trading, neatly timed to wrongfoot speculators who had placed bets that the currency would fall again. By close of play in London, the dollar was three pfennigs and two yen higher. It slipped yesterday but stayed above its preintervention level. Market participants were united

in admiration for the skill with which the intervention was carried out. However, they were divided in predicting whether intervention would have an enduring effect - a subject of long-running debate. The case for such intervention has gained ground in recent years. Mr Pietro Catte and colleagues from the Bank of Italy concluded last

year that concerted intervention by the Federal Reserve, the Bundesbank and the Bank of Japan had been a big influence on currency trends since the mid-1980s.

prompted an enduring reversal of the dollar's trend, seven succeeded for several months and only three were outright failures. The study also asserted that every significant dollar turning-point in that period coincided with concerted interven-

Intervention in the currency markets since 1991 has yet to be analysed rigorously, but casual observation suggests the record has been much less impressive. The central banks have certainly been powerless to resist the dollar's slide over the past year and a half. Conventional wisdom suggests

that intervention works only if accompanied by supportive policies. especially interest rate changes. The Italian study confirmed that this was true in most cases, but found that intervention sometimes worked even when rates were on hold or moving unhelofully. Mr Paul Chertkow, head of global

Mr Catte identified 19 significant currency research at UBS, invest-

episodes of concerted intervention ment bank, points out that inter-between 1985 and 1991. Nine vention and supportive policy failed vention and supportive policy failed to prop up the dollar in 1987, with only a brief rally after the Louvre Accord. The turning point came in early 1988 when central banks pounced on a quiet market and bought dollars at the right price.

Mr Chertkow argues that it was

shrewd of the central banks to launch Wednesday's initiative when short-term speculators were dominating the market action and longerterm investors - such as mutual funds - were sitting on the sidelines. It costs much more to support a currency when the long-term

r Gerard Lyons, economist at DKB International, the securities house, also admires their tactics. He says they chose to intervene when the dollar looked in danger of falling through the psychological barriers of DM1.35 and Y80, both trigger points for more is to be successful, then timing is everything. As Mr Catte concluded: "It has to be used very skilfully and in the right circumstances because its effectiveness depends critically on credibility, an asset that can easily evaporate. It is essential that intervention be used only when its objectives are truly shared by the authorities involved."

Hence the care taken by Mr Robert Rubin, US Treasury secretary, to link Wednesday's intervention with last month's commitment by the Group of Seven leading industrial countries to "continue to co-operate closely in exchange markets". The action appears consistent

with the domestic economic needs of Germany and Japan. Both have been hit hard by their currencies strength against the dollar, with exporters squealing in pain in Germany and imemployment at a postwar record high in Japan. But the key to the long-term suc-

cess of intervention may be the market's assessment of the US atti-

worry too much about the inflationary impact of a weak currency, or for that matter - about the danger that a stronger one would push it back into recession. The best tonic for the dollar

tude to the dollar. As a relatively

might well be a perception that the US no longer believed a weak currency to be in its interests, perhaps because it had decided to fight its trade war with Japan through sanctions rather than depreciation.

But Mr Jim O'Neill of Swiss Bank Corporation doubts the US will hold the line for long: "This may just be a happy marriage of temporary convenience between the US and Germany. If their economies are stronger three months down the line.

things may look very different." This reinforces the observation of US economist Mr Benjamin Cohen that "international monetary co-operation, like passionate love, is a good thing but difficult to sustain". Experience suggests that concerted action to support the dollar will succeed only for as long as the domestic policy imperatives of the principal players point in the same

OBSERVER

Hurricane Jim hits town

■ Washington is familiar with political whirtwinds. But few hit town faster than Jim Wolfensohn who officially took over as presiden of the World Bank yesterday. He has also bought a large house, accepted an honorary knighthood from the bands of the British ambassador, and announced that he will have to step down as chairman of the Kennedy Centre for the Performing Arts, the ne plus ultra of the capital's culture.

The house, in the upmarket sector known as Kalorama, has brought relief to depressed real estate agents. But his departure from the Kennedy Centre - after five years as unpaid head - has the arts set grieving. Wolfensohn had first said he

would stay on, but then announced he could not do justice to it and the bank, for which he plans to travel six months a year. Some disappointed Kennedy board members had a slightly different view, saying the bank would not let Wolfensohn raise money for the arts as well as capital for the poorer

Although Australian-born, he cannot use the "sir" in front of his name because he took American citizenship in 1981, once it became apparent that his career as an investment banker - and his ambition for the World Bank

presidency – would be US-based. Still, as he told Colin Powell, another honorary knight, at the embassy investiture dinner: "I don't have to call you sir any more."

Unafjordable ■ Heard the old story about thousands of public-sector employees going on strike and no-one noticing? It got updated on Wednesday, when police, health workers, teachers and road builders downed tools in Norway. The strikers say that each day will bring an incremental tightening of the action, though up to what point maybe until someone notices? isn't clear.

The last time Norwegian police went on strike was in 1958. whereupon the government banned such unseemly behaviour. The ban was lifted this year, and once the annual wage talks collapsed, the police flexed their disgruntlement. Downtown Oslo, where crime rates are low compared with other European capitals, was as peaceful as aiways on Wednesday. The strike probably went off like a damp squib in a desert because Norway has a more serious preoccupation - the worst floods for more than a

Two legs good Oktay Ekshi, head of Turkey's press council, is in Helsinki, where he is trying to convince a conference of the World Association of Press Councils to set up a body to "deal with violations" by the foreign press.

He's got his eye on examples of

allegedly biased reporting by the Der Spiegel, The Times and - we have to admit – the FT itself, Ekshi thinks all these organs, which criticised Turkey's recent incursion into northern Iraq and alleged human rights violations by the Turkish army, need a jolly good telling off. Furthermore, he's pushing for a world body to regulate international print and broadcast media, because "there is no authority to deal with these

Thank the heavens for that. Otherwise Observer might end up in the nick - like so many Turkish

l was wrong

■ Wealthy Texan Robert Mosbacher doesn't like the US Commerce Department. He wants to see it downsized - in fact, run out of town. Which is a little strange to American ears because he was once happy enough to run the place as its secretary. "When I became secretary of

commerce, I might have been a little doubtful of whether anything could be done. Well, I was wrong...government can be a positive difference in our lives," he said near the end of his tenure.

What can we say? Times change. Mind you, Commerce officials have been more than a little surprised by his attacks on the hand that fed him. They pointedly remark that only recently a former deputy assistant secretary, who served under Mosbacher, visited the department's International Trade Administration for some assistance The visitor is said to have sought information about forming a consortium to invest in Latin

And the visitor's job? Paid consultant to one Robert Mosbacher, who now operates a Houston-based energy company.

Board and lodging Bernard Tapie, the colourful French businessman and politician, might soon be packing his bags for

Tapie has so far done his best to take advantage of his parliamentary immunity, political connections and every legal ploy to delay definitive judgment on his bankruptcy, football-bribing allegations and other such affairs.

He says he won't interfere with French justice, but added that he is considering shifting his family away from the cruel spotlight of publicity which his multiple court cases have brought him. And they obviously need somewhere to live: the court-appointed liquidators sold one of his houses vesterday in

Paris, for FFr2.7m.

Financial Times

50 years ago Value of the pound Mr Craven-Ellis asked the

Chancellor of the Exchequer in the House of Commons what was the price level for 1938 and 1944 taking 1913 as 100. The Chancellor replied: Comparisons with 1913 are not available. On the basis of the official cost of living index for 1914 and 1938 and of the price changes between 1938 and 1944, the price level, taking 1914 as 100, was 156 in 1988 and 239 in 1944. Shortage of textiles The seriousness of the textile supply position is again emphasised by the statistics of wholesale trade and stocks for April compiled by the Bank of England for the Wholesale Textile Association. The level of stocks was 23.5 per cent below the level at the end of April 1944, while turnover rose by 7.7 per cent

Madras Electric . As with all similar concerns, publication of war-year figures has been probibited, but the reduction from the normal dividend rate of 8 per cent, tax free, to 4 per cent less tax tells its own story of evacuation troubles and reduction of civilian consumption which was not offset by increased munitions

FINANCIAL TIMES

Friday June 2 1995





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How the West was wooed UK-Iraq by US presidential rivals

Winning the West is serious politics for anyone who wants to be US president. Over the last 24 hours three men with serious ambitions for 1996, Bill Clinton, Bob Dole and Pete Wilson, have been telling their potential constituents what is right and what is wrong with the country.

Much the most striking was Senator Dole, the majority leader. It was not so much what he said - another blast at the "nightmares of depravity" foisted on the country by the entertainment industry - but where he said it, in the den of iniquity, Hollywood. Having duly consulted religious and social conservatives,

Mr Dole picked up where former vice-president Dan Quayle's sermons on "family values" left off. He took on movies and "gangsta rap" music for their violent and sexual content, ticking off a list of the worst offenders. However, an aide confessed the senator had not seen or heard any of them.

"We have reached the point," he said, "where our popular culture threatens to undermine our character as a nation." He pointed a direct finger of blame at Time Warner for its promotion of suggestive music. "You have sold your souls but must you debase our nation and threaten

attacking Hollywood was a partisan political matter. But he did not choose to mention that Mr Clinton has also suggested the entertainment industry should be more socially responsible, nor that Mrs Tipper Gore, wife of the vice-president, once led a campaign to clean up popular music

Mr Clinton also has quite good connections in current Hollywood circles, which are no longer under the sway of the industry's first president, Ronald Reagan. Several Hollywood denizens were critical of Mr Dole, one pointing out that Hollywood was, just like Congress, in it "for short-term profit".

Governor Pete Wilson, of California, does not have to leave the state to get across his political message, though a throat operation has kept him silent and at home more than his faltering campaign needs.

But yesterday he used his pen in the forms of executive orders and an open letter to Californians - to declare an end to the era of state affirmative action to benefit women and minorities. Programmes covering the employment and procurement policies of virtually every state agency will be terminated.

"No one envisioned," he wrote, "that redressing two centuries of

Mr Dole naturally denied unfairness would launch a whole has." Instead he was determined to recreate "the American ideal that anyone who works hard and plays by the rules has an equal

> Mr Dole and Mr Wilson always had a lot in common as pragmatic Republicans with more than a taste for effective government. However, the new party political climate keeps them together in competitive lockstep on the anti-government right.

> California and Hawaii apart, the West is now hostile territory for Mr Clinton. But in a two-day swing through Colorado and Montana, he has gamely tried to preach to the unconverted and unconvertible.

Montana, something of a final frontier until Californians began to emigrate there in droves, is a particularly tough nut for him to crack. It houses one of the most prominent militia movements, which is much exercised by the activities of federal agents, and the state deeply resents government environmental policies.

But Mr Clinton took them both on. He told the paranoid right that "people should deal with each other as neighbours" not potential enemies. He again appealed for more civil public discourse and accused Republi-

Critics of Sir Richard, led by

last night: "Sir Richard has been living in a world of his own. It is a tragedy that the conduct of this inquiry has been shaped in such a way. It could have taken much less time and possibly cost less." Sir Richard's office refuted alle gations by some senior members of the government that he has been distracted by outside work,

Salomon Brothers in London. Poland is seen as a success story among the former communist economies with impressive GDP and foreign trade growth and a strong private sector.

ble by last year's Brady agreement with western commercial banks which reduced Poland's \$14bn commercial debt by almost

The new credit rating will help Warsaw to raise its credibility abroad. Mr Grzegorz Kolodko, the minister of finance and deputy prime minister, will shortly lead a presentation to investors in Asia, Europe and the US to drum up support for its expected

Toyota to drop its graduate recruitment by one-third

By Michlyo Nakamoto in Tokyo

Toyota, Japan's leading carmaker, is to cut recruitment of university graduates next spring by about 30 per cent.

The decision - which will bring graduate recruitment to its lowest level since 1982 - reflects mounting pressures on the domestic car industry in the face of the yen's sharp rise and the risk of 100 per cent punitive tariffs on luxury cars exported to

Tovota said reduced recruitment resulted from the uncertain economic environment. It plans to nire 140 university gr next spring, compared with 206 this year and 883 in 1992.

The company said it had delayed a decision on how many employees it would hire for production-related jobs until it had a better view of Japan's economic state.

likely to fall this year because of the difficult outlook.

Unemployment in April hit a record 3.2 per cent, and university graduates have seen the number of job offers fall sharply since the late 1980s.

Toyota has also been moving a greater proportion of its produc-tion overseas, which has raised concerns about the "hollowing out" of Japanese manufacturing. It expects overseas production to rise 21 per cent this year, while exports are forecast to fall 22 per

In addition to the setback to the high yen, Toyota and other Japanese carmakers are beginning to feel the impact of US sanctions announced in the dispute over access to the Japanese car and car parts market. Leading carmakers have temporarily cut production of luxury cars

have been curtailed. As many as 4,000 luxury cars

intended for the US market are still in Japanese ports and at manufacturers' warehouses, according to the Ministry of International Trade and Industry. Although there is about one month before US sanctions take effect, the cost to Japanese carmakers prevented from shipping vehicles to the US already amounts to Y9.2bn (\$108m), the

ministry says.

The impact on the Japanese economy is forecast to be even greater. According to a report by k, the cost of reduced production by Japanese industry could be as high as Y1,400bn.

A decline in car production will lead to an even greater fall in output in related industries, the report notes. In particular, the sanctions will severely affect the steel and electronics sectors.

arms sales probe hits new delay

By Jimmy Burns and Robert Peston in London

The Scott report on UK sales of arms to Iraq will not be pub-lished until October at the earliest, according to the office of Sir Richard Scott, the judge who is conducting the inquiry.

The disclosure has prompted

renewed criticism from senior Tories about the conduct, length and cost of the exercise. They also fear the report - expected to criticise several ministers - will be published at the most politically damaging time for the government, close to the Conservative party's conference and the Tory leader re-election date.

A spokesman for the inquiry said yesterday that publication was now possible in October and not July as hoped. The inquiry, running for more than 21/2 years, was originally to publish its

report last autumn. Sir Richard, a senior high court judge, has justified the delay on the need to be "fair and thorough". He has sent draft extracts to civil servants and ministers, giving them the right to reply to any criticism. Some replies are thought to have taken much longer to arrive than expected.

Lord Howe, the former foreign secretary, say the judge has brought difficulties on himself by not seeking early expert advice on the conduct of government and legislation as well as not allowing witnesses at the outset the right to legal representation. One former Tory minister said

saying he was engaged full-time on the report.

Poland rating

Continued from Page 1

emerging markets research at

The ratings were made possi-

\$200m, three to five year maturity debut eurobond issue.

VW rejects legal action against former chief

Continued from Page 1

José Ignacio Lopez de Arriortua. Mr Liesen said he was not aware of any new evidence which contradicted an internal probe at the company. This investigation,commissioned by the supervisory board against Mr Piech's wishes, concluded that although Mr

Europe today

A warm front moving east will cause

increasing cloud with afternoon rain in Ireland. Scotland and northern England should be cloudy with scattered rain.

Southern England, the Low Countries and

northern and central France will be dry with sunny spells owing to high pressure A front will cross eastern Germany and Poland accompanied by cloud and showers or thunder storms. The western

Alps should become clearer but showers will linger in the east. Russia and the

Balkans will be humid with thunder storms some of which may be heavy in Romania.

Spain, Portugal and southern Italy will be rather sunny as a ridge of high pressure builds over the western Medite

Rain will spread across the British Isles

Countries and France by Sunday. Next

week these regions will remain unsettled

Eastern Europe will become much cooler

with thunder storms on Saturday. High pressure will build over the Mediter bringing continued dry and sunny

during the weekend and will reach the Low

Five-day forecast

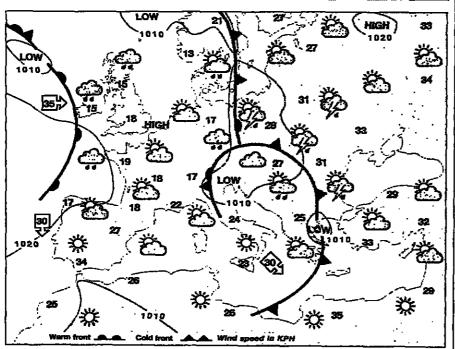
TODAY'S TEMPERATURES

López and colleagues had brought with them data from General Motors, their previous employer, none of it was secret. Mr Piech restricted yesterday's

remarks to shareholders to commercial matters, repeating concerns about the effects of the strong D-Mark on sales prospects. Vehicle deliveries in the first

he said. Worldwide sales to customers had risen 1.2 per cent by the end of May to 1.4m units. although domestic deliveries had fallen 0.6 per cent to 419,000. The North American market was down 33 per cent while sales

in the Asia-Pacific region were up 38 per cent FT WEATHER GUIDE.



shower sun fair sun cloudy shower shower shower We can't change the weather, But we can always take you where you want to go. Lufthansa

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THE LEX COLUMN Buyers' market

Investors in the international equities market are in an enviable position, with an estimated \$120bn of international offerings, including many privatisations, to choose from in the next 2½ years. A decade after BT came to the market, fund managers can now take their pick from a range of European telecommunications companies. The result is that deals from France, Germany, Holland, Spain, and Portugal may squeeze out offerings from less developed countries.

Following a sharp retrenchment in the wake of the Mexican financial crisis, investors have started buying again. But the backlog caused by the hlatus has further tipped the balance in their favour. In spite of the hype surrounding "global" offerings, the universe of truly international fund managers is relatively small, and most are based in the US and the UK. Some 50 or 60 fund managers can make or break a deal and they often move in a herd. The result is that it is difficult for companies to buck the trend if sentiment is unfavourable.

The rationale for international placements still holds true in theory: large offerings can be placed at a higher price by enlarging the potential investor base. But companies with a strong domestic investor base may find little benefit in the current climate from a global offering. Still, many deals could not be done without the participation of international investors. So governments in urgent need of privatisation revenues, particularly those in emerging markets, may have to drop their prices.

At first glance, UPS's intention to invest more than \$1bn on its European logistics operations looks like the triumph of hope over experience. After all, express delivery services in Europe have proved rather more effective at posting parcels than profits. In the late 1980s, Federal Express, DHL, UPS and TNT spent heavily on building extensive pan-European networks. But hopes of capitalising on the creation of the single European market were dashed. Too much capacity chas-ing too little business led to vicious price-cutting. Eventually Federal Express pulled its intra-European services, and TNT retreated into an alliance with five post offices. This time the investment may be

justified. Paradoxically, the recession has helped, forcing industrial customers to rationalise warehouses, making

them more dependent on just-in-time deliveries by express companies. And though domestic economic growth in much of Europe remains sluggish, exports have been rising strongly, to the benefit of the courier companies.

Intra-European traffic is also growing fast, suggesting the potential of a single market is at last being fulfilled. The international groups are best placed to benefit from this trend. Small, national companies may prove able to compete on a local basis, but they do not have the strength to rival the international companies' tracking. tracing and billing technologies. It is now up to the hig groups to deliver the financial goods.

Siebe

Siebe has a good story to tell but it has mostly fallen on deaf ears. Investors are gradually waking up, pushing the company's share price up by 3% per cent yesterday. But it still trades at only a modest premium to the London market. Given its growth prospects, a bigger premium would be appropriate.

Siebe met its target of increasing sales from existing operations by 10 per cent last financial year. Given that the group's order book is up by around 15 per cent, excluding the effect of acquisitions, there should be little problem hitting the target again this year. Margins are also edging up from already high levels, as the cost-control programme continues Siebe's main markets are expanding.

Sales of appliance controls are growing as washing machines and the like sport increasingly sophisticated features. Control systems for factories

to improve their productivity. More Not only are smaller rivals finding it hard to keep up the high level of research and development. Slebe is winning share from Honeywell and Emerson, its biggest competitors, in industrial control systems.

investors have been slow to recognise Siebe's strengths because of had experiences in the late 1980s and early 1990s when the company launched string of rights issues and adopted questionable accounting practices. But Siebe has a new chief executive and has cleaned up its accounting practices. Doubts about the company are now harder to sustain.

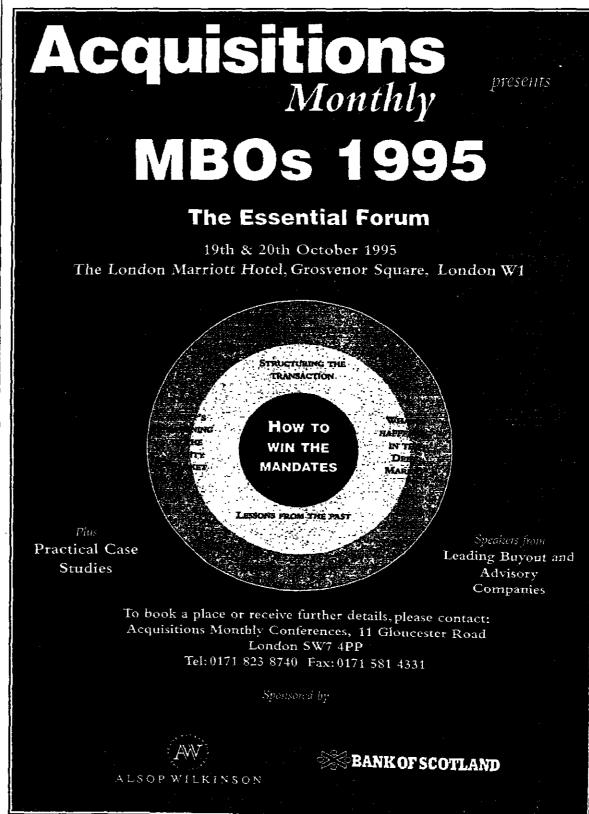
Boots

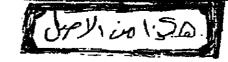
Boots' cash-pile is burning a hole in its pocket. Once the final proceeds from the disposal of its drugs division arrives, the company will hold about £600m (\$942m) in cash. That pile will grow: Boots the Chemists, the UK pharmacy and retailing business, con-tinues to throw off more money than it can consume. Thankfully, management is not talking about further retail acquisitions, a field in which its record is dismal. After nearly five years, Ward White remains disastrous. Only Halfords looks as though it will important in the long term. Otherwise, the group has proved studiously incapable of translating its expertise at Boots the Chemists' to home decorating or do-it-yourself businesses.

Whether plunging deeper into non-prescription drugs is a better use of cash is doubtful. Without the research and development associated with prescription medicines, Boots will have to rely on other companies to license it new products. But until Boots has an adequate European distribution network, it will remain an unattractive partner. Management says the biggest gap is Germany. But there is some comfort that Boots has dragged its feet, willing to walk away from over-priced deals. In the end, if the group cannot find an effective use for the money it should hand the cash back to shareholders as it did in November.

Boots' rating is stuck in no-man's land, stranded between the likes of W.H. Smith at one extreme and Marks and Spencer at the other. Until the cash issue is settled, it is likely to

Additional Lex comment on UK housing, Page 20







IN BRIEF

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Crédit Lyonnais to sue SocGen

Crédit Lyonnais, France's largest state-owned bank, yesterday confirmed it was suing Société Générale. one of its leading private sector rivals, in an escala-tion of the dispute between the two institutions.

Barings has little impact on ING Internationals Nederlanden Groep, the Dutch finan-cial services group which rescued the collapsed Barings Bank of the UK, said its new merchant banking subsidiary produced virtually no operating profit in the first quarter of this year. Page 16

Repola, Finland's largest industrial group, plans to raise up to FMI 08bn (\$249.3m) through the sale of at least 25 per cent of its Rauma engineering subsidiary. Page 16

UPS Increases European Investment
The demise of EU border controls is luring United Parcel Service, a US-based delivery group, to the region. It has yet to make a profit in Europe but is to invest another \$1bn in the continent, to add to \$1hn spent over the past decade. Page 17

Poor first half at Australian Insurer National Mutual, the Australian life insurer in which France's Axa group wants to acquire a 51 per cent stake, yesterday reported a net A\$30.7m (US\$22.1m) loss for the half year to end-March, compared with a A\$20.6m profit a year earlier. Page 19

MAS cautious despite profits rise
Malaysia Airlines (MAS) posted mixed annual
results. Group pre-tax profit for the year to March
31 1995 was M\$148m (US\$59m) compared with a pretax profit of M\$16m last year. However, the group's airline operations failed to make money. Page 19

Flat tractor unit returns to black New Holland, Fiat's wholly-owned tractors and combine harvesters subsidiary, reported net earnings of \$356m last year, its first profit after three years of restructuring when it accumulated losses of about \$1bn. Page 18

Mixed quarter for Canadian banks Canadian banks posted mixed results in the second quarter. Royal Bank of Canada, the country's biggest financial institution, lifted earnings 11 per cent while Canadian Imperial Bank of Commerce blamed

weak capital markets and an ambitious investment banking expansion for a 12 per cent slide. Page 18 Board chake-up at Aliled Domecq Mr David Jarvis, chief executive of Allied Domeco's wines and spirits division and a main board direc-

tor, was yesterday made redundant as the drinks and retailing group restructured its senior manage ment. Two other senior managers were appointed to

SG Warburg agrees bank sale
The sale of S.G. Warburg's investment banking
businesses to Swiss Bank Corporation was agree at a subdued 15 minute shareholders meeting yesterday in spite of strong criticism of the UK bank's management from a former board director. Page 20

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Boots	20 Philip Morris
Bouygues Offshore	7 Portugal Telecom
Cable & Wysless	7 Pauma
Cfba -	Renault VI
Credit Lyonnais	Renison Gold
Europear	Repola 1
Foxtel	- SBC
France Telecom	Saga Petroleum
	20 Seat
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Kmart launches second wave of store closures

© THE FINANCIAL TIMES LIMITED 1995

Kmart, the struggling US discount store group, yesterday amnounced its second big store closing programme in less than

It plans to close another 72 stores which did not meet the company's sales, profit and return on investment require-

As a result, 5,800 more jobs would go, from store managers to oart-time employees.

Kmart said the stores would close between the beginning of August and the end of the year. The costs involved would come out of the \$1.35bn store restructuring provision recorded in the fourth quarter of 1993.

The latest retrenchment comes on top of the cuts announced last September when Kmart said it was closing 110 discount stores with the loss of 6,000 jobs.

It also announced plans to cut its management workforce by 10 per cent. The latest plans of store clo-

sures involve the loss of almost the same number of jobs over a smaller number of stores, indicating that the cuts are beginning to fall on ever-larger units as Kmart seeks to shrink itself to a profit-

vice-president of store operations.

been identified for closure as Kmart focused on improving its core discount store business The company's shares edged up

\$% to \$12% in early trading. Kmart has been struggling for years to counter a loss of busi-ness to more successful rivals notably Wal-Mart Stores, the world's largest retailer.

Last month it produced its ninth consecutive quarter of deteriorating results when it reported a net loss of \$28m for its first quarter to April compared with net profits of \$18m a year

The company has also failed so far to recruit a replacement for Mr Joseph Antonini, its former chief executive, who resigned under pressure earlier in the year. And last week it announced it would have to take a charge of \$185m in its second quarter to reflect a writedown on the sale of its Borders bookstore subsidiary.

Kmart's strategy over the past few years has been to close smaller stores and replace them with larger units, which have proved to be more profitable.

Hundreds of stores have been replaced in this way. But in recent months, the store closures have ceased to be accompanied Mr Donald Keeble, executive by announcements of new store

State will reduce stake in Usinor to less than 10%

By John Ridding

The French government is expected to reduce its stake in Usinor Sacilor, the steelmaker, to below 10 per cent as part of its privatisation, while a group of core investors will hold about 15 per cent of its shares.

Usinor said yesterday the core investors, which will form a noyou dur, is expected to include French and international industrial and financial groups. Possible candidates include Lucchini, the Italian steel concern, Electricité de France, and Air Liquide, the French industrial gases com-

Mr Robert Hudry, Usinor finance director, said a tender offer for core shareholders would be launched shortly, and that a decision on the composition of the group should be known by

The price of shares in the privatisation issue is scheduled to be announced on June 26. although a guideline range is expected a formight earlier. The operation is scheduled to be com-pleted by July 4.

The privatisation, the first by

the new conservative government which took office last month, is expected to value Usinor at about FFr20bn (\$4bn). The government holds 80 per cent of the shares in the company, which is the largest steel pro-

Most of the shares left after allocations for the state and the core investors are expected to be allocated to institutional inves-

The public is likely to be offered between 15 per cent and 18 per cent, with about 4 or 5 per cent being offered to employees of the steel group.

The government has amounced that the privatisation will be accompanied by a FFr5bn capital increase aimed at reducing Ustnor's debt, which stands at FFr17.4bn. Mr Alain Madelin. France's

economy minister, has also indicated the government would be prepared to lend support to the steel group should it be faced with another sharp downturn in the international market. In spite of such reassurances,

and pledges by Usinor that there is no need for further substantial restructuring, trade unions remain opposed to the sale. The Communist-led Confederation Générale du Travail yester-

day called for a protest against privatisation on June 14.
"A national asset is being thrown into the private sector with consequences for its workers." the CGT said vester-

Yen forces Sega to shift all production

By Paul Taylor in London

Sega Enterprises, the Japanese electronic games maker, is to shift all production of its games machines to overseas factories before the end of its financial year because of the strength of the yen.

Sega already produces almost all its game machines for the overseas market, and 60 per cent of those for the home Japanese market, in Taiwan, China, Thailand, Indonesia and Malaysia. Mr Malcohn Miller, chief execu-

tive of Sega Europe, confirmed yesterday that the group would be moving all production out of Japan "to counteract the strength of the yen".

The offshore move before the end of March will help Sega to control costs in its current financial year. The decision to shift production was foreshadowed two weeks ago when Sega announced a 41 per cent fall in full-year recurring profits - before extraordinary items and tax - to

Y12.8hm (\$151m) in the year to The decline reflected the strength of the yen and the

downturn in the video games market as consumers wait for the new generation of machines.

When Sega announced its results it forecast a recovery this year based on the shift to over-seas production and the international launch of Saturn, its 32-bit system. As a result, it said it hoped to raise sales this year to Y385bn and recurring profits to

Sega said yesterday it would cut the price of Saturn by Y10,000 to Y34,800 in Japan from mid-June. Sega is not considering cutting the price in the US, where the machine was launched last month - four months ahead of schedule. Saturn is due to be launched in Europe this year.

The price cut is further evidence of the fierce competition developing in the industry as manufacturers fight for market share in the emerging market for the new generation of games

Sega and Nintendo dominated the market for the old-style cartridge games machines. However, they face competition from new entrants such as Sony in the market for the next generation of

bankers had complained about the risks and uncertainties of the project, Sir Alastair suggested they give up restrictions on the repayment of £7.8bn (\$12.2bn)

"You must be joking," one banker replied, "Once the tunnel opens, this is the best piece of business on our books." Even now, a decade after the start of the project, with Eurotunnel at least two years away from breaking even, its 225 banks are more sanguine than an outsider might anticipate.

This autumn, Eurotunnel will enter another marathon of talks with its bankers in an effort to refinance itself.

On the face of it, it has a poor negotiating hand, as it requires further waivers even to win agreement for the second tranche of a £693m facility contained in last year's refinancing.

Predictably, Sir Alastair disagrees, dismissing out of hand the possibility that his long-suffering banks will simply pull the plug and put it in receivership. "How realistic is it that a pretty incoherent group of 225

banks is going to put its clients

under at the first hurdle?" he

asks. Sir Alastair and his co-chair man Mr Patrick Ponsolle will be pressing for a reduction in the interest rate paid on the debt from the current average of about 1.6 percentage points over the cost of funds. Last year's senior debt is the most expensive of all, at a 2.5 percentage point

Less predictably, even the group's bankers are starting to see light at the end of the tunnel. As Sir Alastair points out, banks are virtually alone in having made money on the project. Now that trains are running, even in a patchy way, the risk of default on their debt is also low.

Perhaps this accounts for positive enthusiasm among some of the project's bankers about its long-term prospects, despite a dire short-term predicament. "Sooner or later, this is going to banks in the world will want to have a relationship with it," says one banker.

Nor are hanks too concerned yet about the fact that success will come a lot later than antici-

Although it remains some way from capturing the market share that was predicted in its rights issue prospectus last May, bankers argue that they can afford to They key to this confidence is

the franchise, which extends until the year 2052. "The perception is that Euro-

Siebe rises after record demand

Siebe, the UK controls group yesterday announced a sharp increase in profits amid record demand for industrial controls and temperature appliances and an improved performance by Fox-

boro, its US subsidiary.
The group, which claims to be one of the world's top three controls manufacturers, saw pre-tax profits jump 27 per cent to £275.1m (\$432m) in the year to April 1 as sales reached £2.15bn,

Mr Allen Yurko, chief executive, pledged to improve effi-ciency and production further by increasing capital spending by 10 per cent to £165m. The investment should cut lead times on Siebe's order backlog, which

climbed to a high of £642.2m. Those orders were dominated by a 24 per cent increase in profits to £127m from £101.8m in the control systems division, the company's largest, on sales of

£803.7m compared with £647.2m. its improved performance was fuelled by Foxboro which reported margins of 20 per cent and lifted its share of the world's market for intelligent automation systems to 12 per cent.

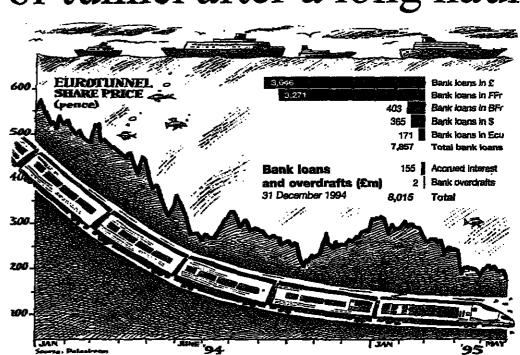
Although Siebe detected a softening in the US economy, slower growth in North America was offset by buoyant sales elsewhere, particularly in the Middle East and Pacific Rim.

The group, which spent more than £200m on acquisitions last year, hinted at further purchases. Mr Yurko predicted Siebe would improve its performance following a £5m restructuring.

involving 500 job losses. Earnings per share rose to 37.5p from 31.4p. A final dividend of 8.07p lifted the total for the year to 12.1p from 11p. Lex, Page 14

Banks see light at the end ir Alastair Morton, the co-chairman of Eurotunnel, is fond of recalling an encoun-ter with the company's banking syndicate a few years ago. After of tunnel after a long haul

John Gapper reports on Eurotunnel's efforts for debt refinancing



tunnel is now a maturity risk, not a credit risk. It has taken longer than it should, but this is a first-class transport system that is going to carry on earning

money," says a banker. Given that most banks think they will eventually get their money back, Eurotunnel debt has obvious attractions. Its yield of 1.6 per cent is eight times the average margin on lending to an investment grade company at the

moment. Many banks are eager

holders to raise sufficient sums. The company has ruled this out this year, although one banker comments that "companies always say that". Another classic solution would

be forgiveness of debt in a debt for equity swap. However, bankers are not keen on such a solution, arguing that

they would simply lose their priority rights to the company's "It is extremely premature to

'How realistic is it that a pretty incoherent group of banks will put its client under at the first hurdle?"

Sir Alistair Morton, Eurotunnel co-chairman

to lend to large creditworthy So the banks have reason to

keen Eurotunnel going. The issue is on what terms they will do so. Its cashflow covers operating costs and marginal capital expenditure, and the shortfall is due to a £700m annual interest bill. Sir Alastair says it makes no

sense to borrow more to pay it. One obvious alternative is a further rights issue, although with shares closing yesterday 1p higher at 183p, this would imply large dilution of its retail share-

talk about anything like a debt swap," says one. If these two avenues are ruled out, Eurotunnel will have to find

other sources of cash. Sir Alastair points out that it could yet gain £2.3bn from a claim against the tunnel train operators, which it says have set fare structures wrongly. This claim is being considered by arbi-

But this is not a reliable source of income. Neither are warrants issued in 1993 which have a conversion price of 310p per share, and are exercisable at the end of October. Even Sir Alastair concedes that Eurotunnel has only a "racing chance" of gaining £150m. from full conversion.

The likelihood is that Euro-

tunnel will have to refinance its debt. Some bankers suggest that as the risks have reduced, it might find a willing backer in a long-term credit bank or one of its leading banks, which would be prepared to offer a loan at a lower yield to allow it to pre-pay

But banks would require inducements to lend on such terms. One possibility is a convertible loan issue, allowing banks to convert to equity in five years' time. Eurotunnel would seek a call option in such a loan to allow it to prevent the dilution of shareholders if its cashflows

improve in that time. The golden scenario for Eurotunnel would be to keep pushing back conversion rights until its cashflows were strong enough to take out a large tranche of bank debt in bond markets. But even the most optimistic of its supporters concede that this is unlikely to occur before the turn

of the century.

"What good does it do anyone to increase our burden? Why don't we just play it forward together?" asks Sir Alastair.

Yet even his legendary negotiating skills will be required in full to keep Eurotunnel going until the still-distant moment when it turns into the loan that every

The Bank for Investment in Italy

CONSOLIDATED HIGHLIGHTS **AT DECEMBER 31, 1994** (Lire billions)

	1994	1993
BALANCE SHEET DATA		
Total Loans	49,863	49,291
Total Assets	69,317	77,671
Shareholders' Equity	7,498	7,207
Funds under management	21,246	20,789
FINANCIAL MARGINS		
Profit before transfer to Reserve for general banking risks	551	623
Profit for the year	551	560
The contents of this statement for which the	Directors of IM	l are salels

responsible, have been approved for the purpose of Section 5.7 of the Financial Services Act 1986 by Price Waterhouse S.a.s. as an authorised person.

The English version of the 1994 Annual Report, including US GAAP reconciliation, will be available upon request from the Head Office of IMI S.p.A. at the end of May.

ISTITUTO MOBILIARE ITALIANO S.p.A.

Head Office in Rome (Italy) - Viale dell'Arte, 25 - tel. (39-6) 59.591

Inscribed in the Tribunal of Rome no. 10945/91. Inscribed in the Registry of Banks and Parent Company of the IMI Group. Inscribed in the Registry of Banking Groups. Tax Code no. 00448420588 - VAT no. 00896201001

Credit Lyonnais, France's largest state-owned bank, yesterday confirmed it is suing Société Générale, one of its leading private-sector rivals, in an escalation of the bitter dispute between the two.

It claims that Société Générale indulged in "unfair competition" earlier this year by writing to Crédit Lyonnais clients using "misleading advertising" in an effort to persuade them to switch banks.

The law suit also raises questions about the way in which banks may be obtaining and using personal information on the clients of their competitors, a practice governed by strict privacy regulations in

Oryx seals

sale of UK

By Robert Corzine In London

Oryx Energy, the debt-laden

Dallas-based oil explorer, has concluded the largest asset sale this year in the UK sector

of the North Sea. It sold a 15.5

per cent stake in the Alba oil

field to Union Texas Petroleum

for \$270m, which represents

"This transaction is a signifi-

cant step in the achievement of

our year-end debt target of

\$1.3bn," said Mr Robert Keiser,

The sale of Oryx's Alba hold-

ing comes just five months

after it announced a new strategy to stabilise its financial

position. Once the Alba sale is

formally concluded, the com-pany will be able to meet its

target to reduce debt this year

However, it said it would

continue to be "opportunistic" about additional deals, and

another \$70m-\$150m in assets

may eventually be sold. But

there are no specific plans to

sell any of its other North Sea

assets, says Ms Patricia Hors-fall, UK managing director.

The Alba oil field lies above

the Britannia natural gas res-

ervoir, in which Union Texas

also has a stake.

by \$400m.

about \$5.10 a barrel.

holding

symbolic damages of FFr1 against its rival in the Paris commercial court, as well as FFr50,000 (\$10,059) in legal costs in a case due to be heard on June 27. It yesterday described Société Générale's action as

"unacceptable", and said it had been forced to react. The bank claims that letters sent to its customers around the country during March unfairly highlighted "difficul-

ties" at Credit Lyonnais, and

made statements about its ser-

vices which were untrue. It alleged that some of the addresses used to send the letters appeared to have been obtained from information contained in banking documents, such as cheque books, rather than from publicly-available of French law. The Commissions Nationale

de l'Informatique et des Lib-ertés, a watchdog which scrutinises the use of personal information held on computer. confirmed yesterday it had received complaints last week from Crédit Lyonnais customers. It said it was launching an Societe Générale confirmed

that marketing letters had been sent out to clients of other banks, but said the operation was conducted through its local agencies without central co-ordination, and that Crédit Lyonnais had not been specifically

The bank stressed that the tactic did not go beyond stan-dards of "healthy competition",

nais' complaint ironic in light of its request for a FFr135bn government-backed rescue package to deal with losses incurred by risks taken in the

Société Générale, along with Banque Nationale de Paris, another leading private sector bank, publicly criticised as "anti-competitive" the rescue package for Crédit Lyonnais agreed earlier this year with the French state. The package is being scrutinised by the European Commission.

Mr Marc Vienot, chairman of Société Générale, has since threatened to take Crédit Lyonnais to the European Court of Justice if his discussions with competition officials in Brussels fail to force modifications

Renault VI and MAN plan link

plans with Volvo of Sweden at

By John Ridding in Paris

Renault VI, the trucks and buses arm of the French stateowned motor group, has signed a memorandum of understanding with MAN of Germany to study the joint development and manufacture of comp-

The move represents a potentially significant step in the French group's strategy of finding partners for specific co-operation projects. It has sought to extend this strategy since the collapse of merger

the end of 1993.

The move also reflects the broader move by motor manufacturers to form partnerships in an attempt to reduce costs and achieve economies of scale. Renault said the two companies had agreed to conclude their studies in the near

Under the terms of the agree ment. Renault and MAN will initially focus their studies on co-operation in medium-sized engines, mechanical bus parts, and axles for trucks.

groups will examine the development of diesel engines of between 100 and 280 horsepower. According to Renault VI, the aim would be to examine the development of engines for satisfying new European and US emission regulations. In the area of components,

Concerning the engines, the

the French and German manufacturers will assess the scope for standardising axles and key mechanical parts. As with motors, the aim is to cut development and production

chairman and chief executive. Oryx's debt peaked at \$3.2bn in Paris bourse reports 29% slide in profits

The Paris bourse yesterday announced a 29 per cent slide in net profits for 1994 to FFr147.8m (\$29.8m), in spite of sharp rise in transactions on the stock market last year.

The Société des Bourses Françaises saw operating profit more than double to FFr91.9m from FFr39.4m. The FFr60.1m decline in net profit was the result of exceptional gains in 1993. Turnover rose 3.1 per cent to FFr696.8m, while operating costs were almost

Market commissions rose 4.3

list on NYSE The disadvantages for Nestlé share transactions advanced 19

The bourse said the modest increase reflected its policy of reducing the transaction costs for market participants. A 43 per cent increase in the dividend to FFr10 per share was approved vesterday.

per cent to 22.8m in the year.

The SBF last year undertook a number of important structural initiatives. These include the development of the "new market", designed to offer equity development funding for small fast-growing husinesses based in France and across other parts of Europe.

Nestlé still reluctant to

of a listing on the New York Stock Exchange outweigh the advantages, Mr Helmut Maucher, chairman and chief executive said yesterday, AP-DJ reports from Lausanne. Speaking at a shareholders meeting. Mr Maucher made

clear that accounting standards and transparency levels required for a New York listing were not among the reasons preventing the Swiss foods group from seeking a listing there. He said Nestlé's financial position meant there was no need to raise funds through a listing on the foreign board.

Barings has little impact on results at ING

By David Brown

Internationale Nederlanden Groep, the Dutch financial services group which rescued the collapsed Barings Bank of the UK, said its new merchant banking subsidiary produced virtually no operating profit in

the first quarter of this year. ING reiterated its forecast that Barings would have a neutral effect on group profits this year, but it expects revenue to start coming in 1996. ING consolidated Barings' operations into the balance sheet at the end of March.

The Dutch group's own net profit for the first three months ended March advanced by 10.6 per cent to F1 520m (\$328.5m) from F1 470m, at the lower end of analysts' expectations. Management is forecast-ing that full-year net earnings will "at least equal" the Fl 2.3bn in 1994.

Pre-tax earnings were ahead 18.5 per cent to Fi 723m from Fl 610m.

The group's life insurance operations accounted for Fl 245m of the pre-tax result, up 26 per cent, and were particularly strong in the Netherlands and in Hungary. prices.

Earnings in the non-life operation pushed back into the black, climbing Fl 75m to Fl 64m after a lull in liabilities for natural catastrophes, Earnings in Australia slipped, however, and the full-year increase in non-life business will be less pronounced, the group cautioned.

The insurance operation as a whole reported a net profit of Fl 482m during the period, up 36 per cent. The bulk of earnings in both insurance and banking are generated in the Netherlands.

For ING's banking arm, the quarter's results were less stirring. Earnings slipped by about 5 per cent to Fl 255m, a figure which has been adjusted for new accounting procedures. Losses in financial trading

were sharply reduced, to Fl 42m from Fl 234m during the same three-month period a year earlier. Interest rate margins narrowed considerably.

Repola to float stake in engineering subsidiary

strong), while 3m new shares

will be issued by Rauma. Pro-

ceeds will be used to reduce

debt. Listings will be sought for Rauma on the Helsinki and

ging machines, fibre process-ing, industrial valves and rock crushing - enjoy leading mar-

Rauma's four divisions - log-

New York stock exchanges.

By Christopher Brown-Humes

Repola. Finland's largest industrial group, plans to raise up to FM1.08bn (\$249.3m) through the sale of at least 25 per cent of its Rauma engineering subsidiary to domestic and international investors. The aim is to raise Rauma's

profile, and enhance its value, as the unit has traditionally been overshadowed by Repola's pulp and paper operations, centred on United Paper Mills. The sale coincides with a strong improvement in Rau-

ma's performance and a rising order book, helped by restructuring and economic recovery.

A total of 13.5m shares will be sold, at between FM70 and FM80 each, valuing Rauma at

ket positions and have benefited from better demand and

restructuring.
Last year, underlying operating profits at Rauma jumped 153 per cent to FM526m, on sales of FM8.3bn, as the group's order backlog swelled to FM4.34bn from FM3.03bn a year earlier. More than 60 per cent of sales derive from for-

as much as FM4.3bn. Repola estry equipment where the strong upturn in the pulp. further 2m if demand is Repola first flagged plans to float part of Raums last December but has had to wait for sentiment to improve in the

Helsinki stock market Global

co-ordinator of the issue is S. G. Warburg Securities. three regional tranches cover-ing the Nordic region. North America and the rest of the world. There will be a Finnish retail offer.

Repola said profits for Janu. ary to April would exceed FM1bn, after FM657m in the posted operating profits of FM161m on sales of FM2.8bn in the first four months.

Sharp rise at Saga Petroleum

By Karen Fossli in Oslo

Saga Petroleum, Norway's largest independent oil company, has posted a sharp rise in operating profits for the first four months, to NKr708m (\$112.8m) from NKr502m. It was helped by an increase in crude oil sales and higher

The operating result was slightly better than local analysts had forecast, but net profits, mostly unchanged at NKr241m from NKr242m, were in line with expectations. Saga sold crude at an aver-

age price of NKr111 a barrel in

the first four months of this year, against NKr105 in the same period last year. Total production rose to 15.2m barrels of oil equivalent from 14.6m.

Group sales rose to NKr2.23bn from NKr1.97bn, as operating costs climbed to NKr1.52bn from NKr1.47bn. Saga had NKr50m in net financial charges, compared with income of NKr157m in the same period last year.

The company, which was listed on the New York Stock Exchange in April, said it had made progress on several

included the Vigdis oil field which is due to come on stream in the summer of 1997 and the eastern part of the Tordis field, which is also due to Also, production from the an eligest start production in 1997.

Varg field will start in either 1997 or 1998, Saga said. up from 74,000 barrels a day to 78,000 b/d in April. Pilot production from the Mabruk field in Libya began in February at a rate of 2,500 b/d.

Exploration activity was higher, with Saga participating in eight wells with a further seven scheduled.

Production at Tordis picked p from 74,000 barrels movery after wfirst quarter

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Portugal Telecom offering priced

Portugal yesterday set the price for its global offering of 28.3 per cent of Portugal Telecom at Es2,800 a share. The heavily oversubscribed operation, the country's first move into the international equity market, will raise Es147bn (\$987.5m).

Dealers had hoped for a price closer to Es2,700, to guarantee strong demand for the shares when trading begins in second-ary markets in Lisbon. London and New York today. Shares

Republic of the

US\$691,465,000 Series

The B Bonds will bear inte

at 6.875% per annum for the period 1 June 1995 to

1 December 1995, Interest

payable on 1 December 1995 per US\$1.000 note will amoun

Agent: Morgan Guaranty Trust Company

1992 B Floating rate

Philippines

bonds 2009

to US\$34 95

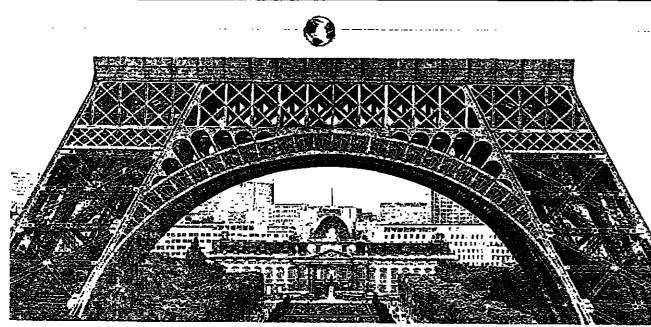
were to be allocated at a special session of the Lisbon stock exchange last night. Demand in the Portuguese

retail market was more than four times higher than the 27m shares being offered, with applications from 70,000 individuals. As a result, the government

took up an option to re-allocate 1.5m shares to the retail tranche from the 23m being sold to institutional investors. Demand for the institutional offer in Portugal, the UK and the US was also strong.

Portugal Telecom also acquired 94 per cent of Companhia Portuguesa de Rádio Marconi, Portugal's intercontinental telecoms group, during the sale. It exchanged shares with private shareholders who owned 49.6 per cent of Marconi: it plans to bid for 100 per cent.

• As part of a second effort to tap international markets, the government yesterday set a price range of Es920 to Es1,210 a share for a global offer of 40 per cent of Portucel-Industrial, a eucalyptus pulp producer.



If you're wondering where to invest, we have just the place.

In locations as diverse as Europe, Latin America. Australia and the Middle East, you'll find us on the leading edge of cellular and wireline telephone systems. Yellow Pages directories and software. Even cable television companies.

And in the U.S., where most people still know us as Southwestern Bell, we continue to provide over 16 million customers with communications solutions using advanced fiber optic, digital and microcell technologies.

But we aren't content to stop there. We believe there's always another opportunity out there somewhere - provided you know where to look.

First Qua	rter 199	5 Result	s
	1995 (4)(4)(4)	1994	%Chg.
Revenues(000.000)	2,877.7	2,646.2	8.7
Net Income(000,000)	395.2	557.7	10.5
Earnings per Share	.65	.59	10.1
Assets(000,000)	26,078.2	26,005.5	0.5
Access Lines(000)	15.794	15,515	5.6
Cellular Customers (000)	5,092	2,210	59.9



For more information about SBC, please contact Director - line-stor Relations, 175 E. Honston, Boom 8 3-60, Sar Antonio, TX 79205, USA Tel: (210) 351, 2643 or T.R. Daveson S. Ge, Roye, House, (19th Floor) Mrk i manbury Square, Landon, England EC2V 211R, U.A. Tel: (171) 606-1136

Mortgage Funding Corporation No 2 Plc £115,000,000 Class B-1 \$11,000,000 Class B-2 Mortgage backed floating rate notes August 2023 For the interest period 31 May 1995 to 31 August 1995 the Class B-1 notes will bear interest at 7.0125%, per an Interest payable on 31 August 1995 will amount to £1,767.53 per \$100,000 note. The Class B-2 notes will bear interest at payable on 31 August 1995 will amount to \$1,811.64 per \$100,000 note

Agent: Morgan Guaranty Trust Company

JPMorgan

General Motors Corporation
NOTICE IS MEREBY (GIVEN that resulting
from the corporation's declaration of a
dividend of \$0.20 (gross) per whare of the
common vaces of the corporation payable on
the 10th June, 1985 there will become the in
tespect of the bearet depostacy receipts a
gross destribution of 1,00 cent per unit. The
depositary will give further notice of the
sterling equivalent of the net destribution per
unit payable on and after the 15th June 1995
All claims may be accompanied by a
completed claim form and USA tas
declaration obtainable from the depositary.
Claimans other than UK banks and members
of the Sock Eachonge must budge their bearet
depositary receipts for marking. Peetal claims
cannot be accepted. The corporation's list
quarter 1995 report will be available upon
application to the depository named below.

Barelays Bank PLC

BASS LONDON COUNTER SERVICES
8 Angel Court, London, ECCR 7HT

N Angel Court, Lothion, ECCR 7HT CREDIT LOCAL DE FRANCE - CAECL S.A. U.S.\$2,000,000,000 Euro-Medium Term Notes SERIES NO.12 FFC100,000,000 Inverse floating rate notes 1996

TRANCHE NO.1 (pro FFC725,000,000) For the interest period 1 June 1995 to 1 September 1995 the notes will bear interest at 15.46095% per annum. Interes payable on 1 September 1995 will amount to FF19,755.66 pe FF500,000 denomination. Agent: Morgan Guaranty Trust Company

TOSHOKU PINANCE NETHERLANDS BLV US\$10,000.0 Inum cas Payment due 4th December 1995 per Uti \$19,000 Nute U\$ 5344.3*

JPMorgan

JPMorgan THE BUCKS **START** HERE.





\$150,000,000 Guaranteed floating rate notes 1999

The notes will bear interest at 6 875% per annum for the interest period 31 May 1995 to 31 August 1995, Interest payable on 31 August 1995 will amount to 5173.20 per \$10,000 note and 51,732 88 per \$100,000 note. Agent: Morgan Guaranty Trust Company

JPMorgan

265,900,000 **CARPS III Limited**

For the three month interest period May 31, 1995 to August 31, 1995, the rate has been determined at 8 8775 %. The interest payable on the relevant interest payment date. August 31, 1995 will be C1,009,34 per CS8,175.52 principal amount of Motor.

Maple Mortgage Securities No.1 PLC

£70,000,000 Class A1 Notes

£93,000,000 £12,000,000 Class A2 Notes Class B Notes

Multi-Class Mortgage Backed Floating Rate Notes due 2030 In accordance with the provisions of the Notes, notice is hereby given that for the three month period 31st May 1995 to 31st August 1995, the Class Al Notes, Class A2 Notes and Class B Notes will carry an interest rate of 6.8375° o, 6.8675° o and 7.2375° o per annum respectively. The inseres parable per 1100,000 Note will be 11,567.18 for the Class Al Notes 11,730.99 for the Class A2 Notes and 11,834.25 for the Class B Notes.

den saacremanneer en se b

Residential Property Securities No. 1 PLC

£200,000,000

Mortgage Backed Floating Rate Notes 2018 The rate of interest for the three month period 31st May, 1995 to 31st August, 1995 has been fixed at 7.0375 per cent. per annum. Coupon No. 29 will therefore be payable on 31st August, 1995 at £1,773.84 per coupon.

Aggregate interest charging balances of Mortgages redeemed during the previous Interest Period: £2,455,584,01 Aggregate interest charging balances of Mortgages rede 31st May, 1995: £238,354,105.68

The aggregate principal amount of Notes outstanding as at 31st May, 1995: £71,300,000. S.G. Warburg & Co. Ltd. Agent Bank



Mortgage Funding Corporation No.5 PLC Incomparated in England and Wales with limits liability under registered number 2079071) Class A Multi-Class Mortgage Backed Floating

Rate Notes due November, 2035 Class A-2 £80,000,000 Class A-3 £17,500,000 Mezzanine Notes £18,500,000

For the interest period 31st May, 1995 to 31st August, 1995 the Class A-2 Notes will bear interest at 7.2375% per annum. Interest payable on 31st August, 1995 will amount to £1,584.81 per £86,875.00 Note. The Clav A-3 Notes will bear interest at 7.3875% per annum. Interest payable on 31st August, 1995 will amount to £1,862.05 per £100.000 Note. The Memanine Notes will bear interest at 7.7875% per annum. Interest payable on 31st August, 1995 will amount to £1,962.88 per £100,000 Note. Bankers Trust Company, London

Agent Bank

To the holders of Mortgage Capital Trust I Collateralized Mortgage Obligations, Series A Class A-1 Bonds Due 1st June, 2017 Notice whereby given that the interest rate on the Class A-1 Bonds for the interest period 1st June, 1905 through 1st September, 1905 is 6,00,25% per aurum

By: Bankers Trust Company, as Trustee.

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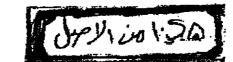
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INTERNATIONAL COMPANIES AND FINANCE

ke in UPS attracted by falling borders

United Parcel Service is to invest \$1bn in Europe, reports Simon Kuper

hree years ago Federal Express halted its internal European operations United Parcel Service, another US-based delivery company, has yet to make a profit in Europe. Yet UPS has just decided to invest another \$1bn in the continent, to add to the \$16n spent over the last

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The ture is the demise of border controls in the European Union – as it was for FedEx before 1992, when the recession spiked the company's plans. Mr Ed Reitman, who yesterday became the first president of ale said profits for April Would be UPS Europe, says the falling borders are taking away "the tremendous obstacles involved in customs clearance, and the paperwork that went with

UPS, an unquoted company, has spent the last few years raising its profile in Europe. Mr Reitman, who has been with UPS for more than 25 years, helped negotiate its purchases of 16 European companies between 1987 and 1992, giving it a presence in all main continental markets.

"It's been a Herculean task," he says. So far UPS has made a profit in Europe only in the express market - the market for deliveries within guaranteed times, mostly by air. "Where we've had more difficulty," explains Mr Reitman, is in the ground operations, because we have covered the length and breadth of every

We hope to be profitable in two or three years. But I have no directive, because we're here for the long haul'

country, and we have not covered our costs."

For the moment UPS depends heavily on its home base in the US. It carried 172m packages in Europe last year, for revenues of \$1.4bn; just 7 per cent of total turnover.

But the company claims its international express volume grew 36.3 per cent in the first quarter of 1995; compared with the same period in 1994. Volumes on its intra-European road based service doubled over the same period.

Mr Reitman says UPS will be "very" patient with Europe. "We hope we will be profitable in two or three years. But I do not have a directive, because we're here for the long haul."

Over the next five years, UPS expects to spend \$300m on ground vehicles, \$300m on buildings and facilities, \$200m on information technology and \$300m on aircraft support. Mr Reitman says UPS will probably continue to use existing suppliers and manufacturers. These include Boeing, Rolls Royce, Mercedes, the Flensburg Fahrzeugbau Gesellschaft (which makes vehicle body parts) and local companies.

Part two of the plan is to make "double-digit per cent cost savings". Mr Reitman hopes to achieve this through the benefits of higher volumes, and improved efficiency.
"Right now we have excess capacity, so I don't see a tremendous increase in the number of people we would employ," he says. UPS has more than 26,000 staff in

Mr Reitman's main task, as he sees it, is to offer a service that is the same throughout Europe, so that multinational companies using UPS know what to expect. "A shipper in the UK will have the same service available to him as a ship per in Italy," Mr Reitman says. So does he have any doubts about the European market?

received DM4.1bn in government subsidies. UPS has complained to Bonn and Brussels. "Germany is not the only country giving subsidies, but it's the worst for the time being," Mr Reitman says.

"We're still very concerned

about unfair competition." He

claims that the Bundespost,

the German postal service, has

So far at least, UPS has not been deterred by its foreign travails. Last year it claimed its international operations had finally broken even. Chairman and chief execu-

tive officer Mr Kent "Oz" Nelson said at the time: "Outside the US we projected we would lose \$5bn over five years, and we have. But we are dead serious about being a worldwide letter and package deliverer.'

NEWS DIGEST

Bank Austria sees recovery after poor first quarter

Bank Austria, the country's largest bank, said it expected pre-tax profits in 1995 to be broadly similar to the Sch4.8bn (\$483m) earned in 1994, writes Ian Rodger in Zurich.

"We hope and expect that we can reach our 1994 profit level if there is no downturn in the environment." Mr Gerhard Randa, chief executive, said at the bank's annual meeting in

Mr Randa said the first quarter was disappointing, but April and May were considerably better, so that operating profits in the first five months reached Schl.6bn, about the same

He said the bank intended to raise new capital next year. The Austrian government, which holds a 19 per cent stake, would not take part. It is trying to sell its shares, but Mr Randa said he knew of no one interested in buying them

He also expressed confidence that the government and parliament would soon approve a measure to give the bank a 10-year transition period to adapt to European Union accounting

consolidation requirements: The issue is sensitive because of a large loan made by the bank to its controlling shareholder last year to finance a partial takeover of GiroCredit, Austria's third largest bank

Bank Hapoalim starts year with 34% gain

Bank Hapoalim, Israel's largest bank, said its first-quarter net profif rose 34 per cent to \$65m from \$49m a year ago, Reuter reports from Tel

pared with 11.4 per cent a year earlier.

The provision for doubtful debts was \$87m compared with \$80m last year, influenced by

and the agricultural sector. The improved profitability resulted from a 44 per cent increase in financing profit before provision for doubtful debts of \$254m, compared with \$176m last year.

the decline in share prices on the stock market

DCM offshoot in tyre cord acquisition

Shriram Fibres (SRF), a diversified manufac-turing and trading company of the Delhi-based DCM group, yesterday announced that it had acquired the nylon tyre cord division of CEAT, a leading Indian tyre manufacturer belonging to the R.P. Goenka (RPG) industrial group, at a cost of more than Rs3.25bn (\$103.4m), writes

Shiraz Sidhva in New Delhi.

Mr Arım Bharat Ram, yice-chairman and managing director of SRF, said his company would acquire CEAT's nylon cord plant at Malanpur, near Gwalior in Madhya Pradesh.

The new acquisition, he said, would help SRF strengthen its domestic market share of more than 40 per cent, and allow the company to become a "meaningful player" on the inter-

India's total production capacity of nylon tyre cord fabric is \$5,000 tormes a year, of which SRF manufactures 11,000 tonnes.

Saipein, Bouygues in offshore platforms move

Salpain of Haly and Bouygues Offshore of Sathem of Raily and Bouygues Offshore of France are to form a new company to supply offshore platforms for inderwater pipelines to the oil indicacy writes Andrew Hill in Milan.

Half of Sahos, the new company, will be owned by Sathem, which is the plant engineering arm of Esse half is state owned energy and chemicals group and half by Bouygues Offshore.

In a statement, the companies said that the new group would be better able to respond to the demands of the oil industry in areas such as the African coast, excluding north Africa, and the Atlantic coast of South America.

Saibos will acquire one of Saipem's specialist ships and a support vessel from Bouygues Off-

C&W's Italian offshoot seeks cellular licence

The Italian subsidiary of Cable & Wireless, the UK-based telecommunications group, is to ask Italy's telecoms minister to open the bidding for a third cellular telephone licence, writes Andrew Hill.

Mr Stefano Borghi, the new managing director of C&W in Italy, wants Mr Agostino Gambino to invite bids for a personal communications network (PCN), similar to the One-To-One system which the group already operates in the UK. France and Germany also

PCNs are a cheaper version of established digital mobile telephone networks. The technology is based on a higher frequency than existing services, and is aimed more at the mass market.

Mr Borghi said the group intended to use its experience in the field to launch a strong bid for a third Italian licence, possibly at the head of a consortium.

professional clients in the Italian market. Italy has been slower to open its mobile communications sector to competition than

some other European countries. Omnitel Pronto Italia, owned by an international consortium, won the licence for Italy's second GSM network last year and should launch its service later this year.

Net return on equity was 14.1 per cent com- Italmobiliare bounces back to black

Italmobiliare, the main holding company of Italian industrialist Mr Giampiero Pesenti, saw consolidated 1994 results swing to a profit of L12hn (\$7.3m) from a loss of L26.5hn in 1993. Reuter reports from Milan.

Revenues rose slightly to L5,539bn from 5.509bn, and operating profits increased to L360.5bn from L174bn, the company said.

Last year. Italmobiliare changed its fiscal year to one that ends on the calendar year from a March-ending year. The years are, therefore, not strictly comparable since the 1993 year represents only nine months of

The company added that results in the first quarter of 1995 were better than the compara-ble period of 1994, and it expects 1995 profits to be higher than in 1994.

October debut planned for Foxtel

Foxtel the Australian pay-TV joint venture between Mr Rupert Murdoch's News Corporation and Telstra, the large government-owned telecommunications group, said yesterday that it planned to start broadcasting in October, writes Nikki Tait in Sydney. By that stage, the cable infrastructure, which Telstra is laying. would be available to some 700,000 homes, according to Mr Mark Booth, Foxtel's chief

Pay-TV began to become available in Australia this year, when Australis, the satellite broadcaster, started operations, but the numbers receiving programming are very small.

Air France/JAL deal

Air France said it had extended its co-operation agreement with Japan Airlines to include from November 1, exchanging their frequent fiver programmes, Renter reports from Paris. The two carriers hope to improve their connections at Tokyo and Paris airports.

Ciba to end

By Daniel Green in London

the UK in January for \$533m.

Mr Alex Krauer, Ciba's which expires next month. He said Ciba's lawyers were

Affymax had similar relafornian company.

Although these relationships may be curtailed because of sidiary should "prosper".

turns in profit of FFr9.9bn

reports from Paris.

It is the first time the statecompany that controls its 87 subsidiaries.

France Telecom said its 1994

The utility said its financial

relationship with Glaxo's Affymax unit

Ciba, the Swiss pharmacenticals company, is set to end its relationship with Affymax, the Californian biotechnology company which was bought by Glaxo Wellcome of

Affymax, like many biotechnology companies, has a series of partnerships with large pharmaceuticals companies The fate of these arrangements has been unclear since Glaxo's acquisition of the company.

chairman and chief executive, said he thought it unlikely the four-year relationship with Affymax would continue beyond the current contract.

working on untangling the relationship, in which Ciba used Affymax's technologies to test possible research

tionships with Johnson & Johnson of the US; Marion Merrell Dow, the US drugs company bought by Hoechst of Germany; American Home Products, which a year ago entered into a five-year contract worth a minimum of \$57m; and Alza, another Cali-

the acquisition of Affymax. AHP said yesterday the relationship with the Glazo sub-

The research part of the Johnson & Johnson relation-ship ended in April. The MMD relationship continues until

France Telecom

France Telecom, the country's sole provider of basic telephone services, made a consolidated net group profit of FFr9.9bn (\$2.1bn) in 1994 on revenue of FFr142.6bn, AP-DJ

owned utility has published consolidated accounts. Previously, France Telecom pub-lished separately the earnings of its parent company and those of Cogecom, a holding

consolidated revenue puts it in fourth place among the world's telecommunications operators. Revenue from teleone operations accounted for 74 per cent of the 1994 total, up 1 per cent from 1993.

debt amounted to FFr96.6bn at the end of 1994, accounting for 71 per cent of the shareholders' equity before distribution of profits.

Colleged Floating Rate Notes due 2002

s hereby given that for the interest Period from June 02, 1985 to December 04, 1995 the Notes will carry an interest Rate of 5.75%

The Agent Bank principal amount of Note.

TOTAL

ANNUAL AND EXTRAORDINARY SHAREHOLDERS' MEETINGS OF MAY 31, 1995

"Your company continued to improve its earnings in 1994 despite the downturn in our business environment. The outlook for growth is exceptional." Serge Tchuruk.

TOTAL shureholders met today in annual and extraordinary meetings under the chairmanship of Mr Serge Tchuruk, Chairman and Chief Executive Officer. They approved all the resolutions submitted to the annual meeting. The 1994 accounts were approved, as well as the payment of a dividend net of tax credit of 8.00 French Francs a share, up 7% from 1993. Tax credit amounts to 4,00 francs a share.

Shareholders were again given the option of reinvesting their dividend in new shares with dividend rights as of January 1, 1995, at a unit

Mr Serge Tchurul, was re-elected to the Board of Directors for a new six-year term

Shareholders also approved all of the resolutions submitted to the extraordinary meeting.

CHAIRMAN'S ADDRESS

"Ladies and Gentlemen, Fellow Shareholders, I would like to begin by thanking you for your faithful presence at our annual meeting. To fully appreciate the past year's financial results which improved over the year before - I would like to review the three driving forces underlying our actions.

First, your Company is resolutely committed to a growth strategy aimed at making us one of the world's largest oil, gas and specialty chemicals groups. In line with this commitment, ou exploration and production business has set the goal of doubling our oil and gas production outside the Middle East during this decade, reaching total output of some one million barrels/day by around 2000. This objective will be met. In the gas segment, we expect to become one of the global industry's most important players, particularly in the area of liquefied natural gas, thanks to our numerous projects in the Midtle East and Asia. Lastly, our specialty chemicals business is quickly gaining global mass and sales should reach nearly thirty billion francs by 2000. which represents fifty percent increase in six years.

This strong growth is being achieved without diminishing your Company's financial strength. Our balance sheet is sound and our debt load has been reduced to among the lowest of the international oil

Good resilience to an almost continuous deterioration

Second, your Company's earnings have shown good resilience to the almost continuous deterioration, since the early nineties, in the global oil industry parameters to which our business base just happens to be the most sensitive. These include refining margins in Europe, the dollar/franc exchange rate, and the price of crude oil. While it is reasonable to assume that our business environment will be less unfavourable in the future, we feel it wise to pursue and even strengthen the programs underway to improve profitability. For this, we must maintain efforts to increase productivity in all aspects of our business, just as our large international Already, it is clear that strong expansion in our upstream an

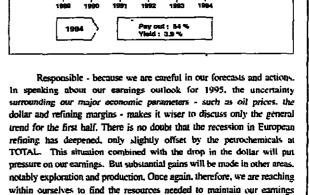
chemicals segments will feed through to better profitability ratios, thanks to the ensuing economies of scale. We are being careful not to increase fixed costs in these segments, even though their volumes are poised for substantial growth. It is just as clear that costs also need to come down in segments such as refining and marketing that will not enjoy the same type of growth. Discussions on this subject are underway with employee representatives.

Reliable, open, responsible

Lastly, we are committed to making your Company ever more reliable, open and responsible in its relationship with shareholders.

Reliable - because we understand and manage the risks inherent to the oil business. The industrial risks related to the enormous investments involved the financial risks related to the extreme volatility of our markets; the political risks related to the instability of many oil and gas producing countries.

Open - because we are communed to communicating with our sharebolders. Our Eyewitness Shareholders are an innovative example of this commitment. The Shareholders' Advisory Committee also gives us management. We will soon be asking the Board to form an audit committee for the assessment of Company accounts. We are also considering the nomination of new Directors to the Board. If elected, they could speak on behalf of the non-French shareholders that own more than forty percent of our capital, as well as on behalf of individual shareholders.



DIVIDEND GROWTH

Your Company continued to improve its earnings in 1994, despite the nearly FF 2 billion in lost income due to the downturn in our business environment. You have also seen that the outlook for growth is exceptional and will undoubtedly mise TOTAL's ranking among the world's leading oil companies.

throughout the depression we have endured in recent years.

performance. As you are well aware, this has been our constant objective

Reasons behind performance

We owe this performance primarily to our employees, who lemonstrated their dedication in all aspects of our business, even in the face of challenging demand for change and adaptation. Today, they own nearly 2% of the Company, thereby proving their confidence in its future.

The past year's performance has also been driven by a cohesive team of calented, enterprising senior executives. In the five years that I have led the Group, my personal role has evolved from deep involvement in the definition and execution of necessary actions to delegating a growing portion of responsibility to the executive team. Today, the first results are in and actions are being pursued without hesitation to achieve our clearly defined objectives. In the same spirit, during these five years, I have been deeply involved in the selection and training of Group executives, with a focus on diversifying experience and on learning how to

Confidence in Total's future

Today, the Board of Directors of Alcatel Alsthom wishes to appoint me Chairman, to lead this other big French company. If I had had the slightest doubt about the ability of the teams in place in TOTAL to pursue the actions underway. I would have refused the offer without besitution. But I am convinced of the contrary, and I am hanny that the TOTAL Board meeting yesterday approved my proposal to appoint as Chairman the man whom I made my closest associate. Thierry Desmarest. Shareholders will be called to a meeting in the near future to ratify this appointment as Director, to replace Bernard Esambert, who wished to resign. Thierry Desmarest will take up his duties immediately after today's two meetings. In a few minutes, you will be asked to re-elect me to the Board. If

you do. I will be a very involved member, ready to assume any responsibilities that it would wish to give me.

At this important moment in my life, I and supported me at TOTAL and most importantly all of the Groups employees.

TOTAL is a wonderful company. I have total confidence in its future - confidence that I would like you all to share with me today."

The 1994 Annual Report may be obtained upon request to: TOTAL - Direction de la Communication - 24 Cours Michelet - 92069 Parts La Défense - France.

PAYMENT OF DIVIDEND

The Annual General Meeting of Shareholders held on May 30, 1995 has set the 1994 dividend at FF 8.00 per share. A tax credit of FF 4.00 will be added to this dividend. Payment of the dividend, the amount of which will be dependent on the terms of the double tax convention between Prance and Great Britain, will be settled upon presentation of the coupon and completion of form RF 4 GB.

Residents may lodge this form with the Bank acting as their agent, either in France or in the United Kingdom, at any time up to December 31 of the second year following the collection due of the coupons. As a result of French legislation on the "dematerialisation" of securities, payment of the coupons will be made through the banks with which the

The Annual General Meeting has decided to offer each shareholder the option to receive the 1994 dividend either in cash or in shares. The issue price of such shares - carrying dividend and voting rights effective from January 1, 1995 - has been set at FF 277.0 per share.

Shareholders opting to receive the dividend in the form of shares will be required to make such election between June 6. 1995, the dividend record date, and June 30, 1995.

Any shareholder who has not made such election by June 30, 1995, shall such election by June 30, 1991 automatically receive the dividend in

TOTAL - 24 Cours Michelet - cedex 47, 92069 Paris In Défense, Fra

KANSALLIS-OSAKE-PANKKI NOTICE

to the holders of the outstanding U.S.\$250,000,000 Subordinated Floating Rate Notes Due 2043 Extendible for further 50 year periods (the "Securities")

KANSALLIS-OSAKE-PANKKI

NOTICE IS HEREBY GIVEN to the holders of the above Securities that, a the adjourned Meeting of such holders convened by the Notice of adjourned Meeting published in the Financial Times and Luxemburger Wort on 12th May, 1995 and held at 11.00 a.m. (London time) on 31st May, 1995, the Extraordinary Resolution set out in such Notice was duly passed. Accordingly the modifications to the Terms and Conditions of such Securities referred to in such Notice have been made with effect from 31st

KANSALLIS-OSAKE-PANKKI

CITIBANCO

<u>TASactive</u> To receive the first month FREE

ANGLOVAAL GROUP

Declaration of Final Dividends – Year Ending 30 June 1995

Dividends have today been declared in the currency of the Republic of South Africa to bolders of ordinary shares listed below. Salient dates related to these declaration of actives or dividend instructions
Period during which transfer books and registers of
members will be closed (both days inclusive)

es paid from London

Friday 30 June 1995

Saturday/Friday 1 to 7 July 1995 Currency conversion date for sterling payments to Monday 10 July 1995 Dividend warrants posted (on or about Proday 28 July 1995

Total for financial year Cents per share 1995 1994 June 1994 Jane 1995 Name of company Eastern Transvasi Consolidated Mines, Ltd Reg. No. 01/08442/06 8,5 Mining Company Ltd Reg. No. 05/33926/06 51 115 160 Zandpan Gold Mining Company Ltd 18,3 26,6 Reg. No. 55102414106

Notes: 1. The dividends are paid subject to conditions which can be inspected at the registered office or office of the London Secretaries of the companies. These companies are incorporated in the Republic of South Africa.

Estimated profit after taxation amounts to R24 097 000 (1994; R34 526 000) and amount absorbed by dividends is R23 827 000 (1994; R34 633 000). Anglovaal Trustees Limited 33 Davies Street Anglovasi House 56 Main Street

The Mortgage Bank and Financial Administration Agency of the

(Kongeriget Danmarks Hypotekbank og Fmansforvaltning) U.S. \$100,000,000 Guaranteed Floating Rate Notes due 2005 unconditionally and irrevocably guaranteed by

Kingdom of Denmark

The Kingdom of Denmark For the six month Interest Period 1st June, 1995 to 1st December, 1995 the Notes will carry a Rate of Interest of 5,7625 per cent. per annum, with Coupon Amounts of U.S. \$146.46 and U.S. \$2,929.27 per U.S. \$5,000 and U.S. \$100,000 Notes respectively. The relevant

Interest Payment Date will be 1st December, 1995. Bankers Trust

Agent Bank

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KKI KNIGHT-RIDDER'S FUTURES MARKET DATAKIT FOR ONLY \$695

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ALHEANCE SECONDER BEILD SON Notes due 1997

Banque Indosuez -U.S. \$200,000,000 Floating Rate

For the three months 31st May, 1995 to 31st August, 1995 the Notes will carry an interest tate of amount of U.S. \$16.72 per U.S. \$10,000 Note, and U.S. \$4,092.88 per U.S. \$250,000 Note. Listed on the Laurentony Stock Earlie

Crédit Local de France USD 150,000,000

In accordance with the Terms and Conditions of the Notes, notice

The Coupon Amount payable on the relevant Interest Payment Date, December 04, 1995 will be USD 29.55 per USD 1,000 principal amount of Note, USD 295.49 per USD 10,000 principal amount of Note and USD 2,954.86 per USD 100,000

loss provisions

By Bernard Simon in Toronto

Royal Bank of Canada, the country's biggest financial institution, lifted secondquarter earnings by 11 per cent, aided by a sharp drop in loan loss provisions and higher income from some fee-based

The bank lowered its 1995 loan-loss estimate as a result of a 20 per cent reduction in the half of it caused by an improved commercial property book. It also held out hopes of a dividend increase later this

Earnings climbed to C\$304m (US\$223m), or 83 cents a share, in the three months to April 30, from C\$273m, or 74 cents, a year earlier. Return on equity improved to 16.3 per cent from 16.1 per cent, and return on assets widened to 0.73 per cent

Assets stood at C\$175.5bn on April 30. Provisions for loan losses fell to C\$140m from C\$205m. The bank now estimates write-downs for the year at C\$600m, down from its pre-

Mr John Cleghorn, chair-man, said the bank was taking a more conservative approach towards lending. This year's credit losses are expected to reach the target of 0.5 per cent of loans and bankers' acceptances, but Mr Cleghorn said a set for future years. Fee income fell to C\$626m

from C\$666m. A slump in capital market business was only partially made up by higher revenues from foreign exchange, credit cards and risk RRC Dominion Securities.

the bank's investment banking arm, plans to expand its derivatives business, which is presently confined to Canadian equities, into a full-service, global operation in the next

Besides a healthier loan portfolio and further diversification, Mr Cleghorn said the bank's priority was to lower costs. It aims to reduce the ratio of non-interest expenses within the next three years, from 62.5 per cent in the latest

CIBC earnings slide 12% in second quarter

By Bernard Simon

Canadian Imperial Bank of Commerce blamed weak capi-tal markets and the costs of an ambitious investment banking expansion for a 12 per cent slide in second-quarter

The investment banking setback and tighter lending margins more than offset a 23 per cent drop in loan-loss provisions, making CIBC the only one of Canada's big six banks to report lower second-quarter earnings.

Net earnings were C\$192m (US\$137m), or 76 cents a share, in the three months to April 30, down from C\$217m, or 86 cents, a year earlier. Return on equity fell to 9.8 per cent from 11.9 per cent, while return on cent to C\$157.4bn.

assets narrowed to 0.51 per

cent from 0.61 per cent. The non-performing loan portfolio grew to C\$1.53bn on April 30 from C\$1.4bn three months earlier, which reflected the collapse of Bramalea, a large Toronto-based property

developer. CIBC is in the process of an ambitious project to become a global force in specialised financial products, such as derivatives and high-yield debt. Costs related to this expansion made up the bulk of a C\$47m

increase in expenses. Fee income slumped 13 per cent to C\$476m, due mainly to the sharp contraction in under writing business which has hit many North American investment banks. Assets rose 7 per

nylon group

AlliedSignal, the diversified US manufacturer, has acquired Polymer und Filament Rudolstadt, a nylon manufacturer in east Germany, for an undisclosed sum. The company said it would invest about \$140m in the plant in the next three

AlliedSignal, which claims world leadership in the pro-duction of certain types of nylon, said the plant would serve as the springboard for its growth in European plas-tics and fibres. Purchased from the state of Thuringia, it will initially employ 300.
AlliedSignal already makes

artificial fibres at plants in France and the Netherlands, but this will be its first production site for nylon plastics in Europe. The company said that while revenues at the Rudolstadt plant were not substantial at present, it would allow expansion into other areas such as the manufacture of materials for car airbags.

The company said the attrac-tions of the plant included well-developed infrastructure and good manufacturing equipment. It plans to invest in upgrading and expanding production, and in a develop-ment centre for plastics appli-

In recent years, AlliedSignal has been active in making European acquisitions, some in eastern Europe. At the start of this year, its automotive division acquired Flat's brake business in Poland. Last year, it bought Ford's spark plug

ess in Wales. Other recent European acquisitions include two purchases from Azko: a fluorochemicals business, bought last year, and a carpet fibres company, which came into the

group in 1993. AlliedSignal employs a workforce of about 16,000 across Europe and has built up annual sales of some \$3bn.

Mr Frederic Poses, president of AlliedSignal engineered materials, said the German deal was an important part of the group's strategy to extend its plastics and fibres technol-

RBC climbs 11% AlliedSignal buys east German | New Holland breaks into positive ground buys east Fiat's agricultural equipment unit is marined by the second buys east of the second buy each of the second bu Fiat's agricultural equipment unit is reaping rewards of its shake-up, writes Andrew Baxter New Holland, Fiat's wholly-owned tractors and combine harvest and combine harvest decision to greate the said the the sai

ers subsidiary, reported net earnings of \$356m last year, its first profits after three years of restructuring during which it accumulated losses of about

The figures for 1994, the first to be announced publicly, underline the strong financial turnround at London-based New Holland since its creation in 1991 from the agricultural and earthmoving equipment interests of Ford, the US motor group, and Fiat, the Italian conglomerate.

Sales surged last year from \$3.63bn in 1993 to \$4.7bn, which includes \$600m from the 54 per cent-owned Flat-Hitachi hydraulic excavator company.

Operating profit jumped to \$484.8m from \$59m. Unit sales of tractors, excluding unconsolidated operations, rose to 86,300 from 73,000, while com-bined harvester sales surged to 4,700 units from 3,300.

The turnround is important for Fiat, which announces its final 1994 results today. because New Holland accounts for 12 per cent of group sales. Mr Giorgio Garuzzo, New Holland's chairman and Fiat's chief operating officer, said

Net profits would fall because of higher tax payments - last year the company was still using up tax loss carry-forwards.

sales would exceed \$5bn this

The creation of what was originally called N. H. Geotech has been one of the most ambitious and painful global restructuring exercises in the off-highway equipment indus-

- in which Ford initially retained a 20 per cent stake -had been the right one, even if there had been some surprise that Fiat was getting deeper into an industry from which Ford was withdrawing.

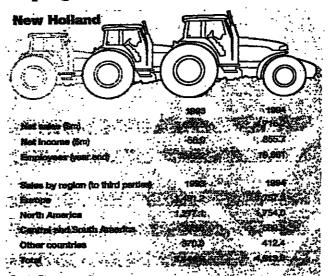
Both companies were the wrong size, he said, because they were squeezed between the biggest groups in the industry and niche producers. As full-line producers, their volumes were not big enough to cover heavy development

However, Fiat wanted to stay in the agricultural equipment industry because it saw overall global demand might grow, with rising sales in developing countries offsetting further declines in Europe and a broadly stable position in

he two companies' product ranges and geographical strengths produced a near perfect fit, he said, but New Holland faced a "down-to-earth, practical problem" in creating a global producer without losing market share or impairing product

overheads by half," he said. Plant closures and retrenchment in Europe and North America reduced the workforce from an initial 30,100 to a low point of 17,700 in the third quarter of 1993. Better market conditions

since then have seen the workforce expand to about 19,500. That includes virtually all the



In spite of the upheaval, New Holland's claimed global market share in tractors rose to 20.8 per cent from 19 per cent at the time of the merger - 7.6 per cent from Fiat and 11.4 per cent from Ford, said Mr

He attributed this partly to keeping key people, including dealers, reassured about the changes. Also, new product development has been ringfenced, and by 1997 all New Holland products will have been launched after the merger. "We believe our production capacity is adequate for the demand, and we may even be a bit short of capacity. A lot of overtime is being worked in our Basildon factory [in the UK]," he said.

Mr Garuzzo admitted, however, that the cost of integrat-

haps twice as much as origi-nally predicted. Big reductions in inventories were necessary, which meant that plants were idler than they would have been simply because of weak market conditions.

The complexity of the

restructuring may have been underestimated, he said, and New Holland also wanted it to be completed quickly to minimise the upset for employees. The financial burden of the shake-out was covered firstly by a \$594m capital injection from Fiat in 1992, removing the losses from the balance sheet and restoring the company to

roughly zero equity (sharehold-

A further \$120m capital increase this year will give the company a positive equity position. That would mark the end of the financial support from

Fiat, he promised We are ganerating profits and cash, so we will be paying dividents.

If New Holland's early many were worse than expected its current financial performance was better, said Mr Garuzan.

More than half of last year's turnround could be attributed to efficiency improvements with the rest has increased. with the rest based on increased volume and a better

On balance, currency changes had been a slight help but selling prices had not improved much.

r Garuzzo said New Holland's twin strat-egy was to make high-technology machines for the developed world and more basic equipment for developing

Already, 35,000 New Holland tractors are produced each year under licence in Turkey Pakistan and India, and Mr Garuzzo said he would not be surprised if half its tractor. sales, by volume, were outside Europe and North and South America by the end of the cen-

Traditional markets would still produce greater profit machines have higher margins. Mr Garuzzo is particularly interested in developing New Holland's presence and product range in India, where it. already has a minority stake in Escort Tractors. "The market will grow in sophistication, if not in the number of tractors sold," he said.

China was a less immediate priority, he said, and it was too early for New Holland to estab-

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Tembec in C\$300m bid for rival

By Robert Gibbens in Montreal

Tembec, an east Canadian timber, speciality pulp, news-print and cartonboard producer, has launched a bid worth more than C\$300m (US\$220m) for competitor Malette.

The two would form an integrated forest products group with annual sales of more than C\$1bn, modern mills in Ontario and Quebec, and ample fibre

Mr Gaston Malette, founderchairman of Malette who controls nearly all its senior voting stock, will tender his shares to the bid. Analysts expect the bid to

achieve more than the required two-thirds acceptance from subordinated voting share-Tembec is offering C\$16.50 cash per Malette share, or

alternatively 1.138 Tembec

shares. It would also assume

Malette's debt. Malette shares

had been trading at about CS15 before the bid was announced. • Repap Enterprises, the big North American timber, pulp and coated paper producer, is definitely not for sale, Mr George Petty, chairman, told the annual meeting yesterday.

"We, too, have heard the takeover rumours but I own 25 per cent of the shares and management a further 4 per cent," he said. "We're no sitting duck and a lot more shares are in friendly hands."

Silicon Graphics and Spielberg join forces

California.

come from Silicon Graphics, of software group Microsoft.

This announcement appears as a matter of record only.

June 1995

LB Rheinland-Pfalz Finance B.V.

(Incorporated under Dutch Law as a limited liability company in Amsterdam, The Netherlands)

DM 1,000,000,000

71/4 per cent. Notes of 1995/2005

Unconditionally and Irrevocably Guaranteed by

Landesbank Rheinland-Pfalz - Girozentrale -

(Incorporated under Public Law in the Federal Republic of Germany)

Lehman Brothers Bankhaus Aktiengesellschaft Morgan Stanley Bank AG

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Commerzbank Aktiengesellschaft Deutsche Bank Aktiengesellschaft

Goldman, Sachs & Co. oHG

Lehman Brothers

Norddeutsche Landesbank Girozentrale

Schweizerische Bankgesellschaft (Deutschland) AG

Südwestdeutsche Landesbank Girozentrale

Caisse des dépôts et consignations GmbH

Paribas Capital Markets Banque Paribas (Deutschland) oHG

Dai-Ichi Kangyo Bank (Deutschland) AG

Dresdner Bank

Industriebank von Japan (Deutschland) Aktiengesellschaft Merrill Lynch Bank AG

Salomon Brothers AG

Schweizerischer Bankverein (Deutschland) AG Westdeutsche Landesbank Girozentrale

Italian Lire 100,000;000,000



Credito per le Imprese e le Opere Pubbliche Societá per Azioni

Floating Rate Notes Due 2001 In accordance with the provisions of the Notes, notice is hereby given that for the Interest Period from May 31, 1995 to November 30, 1995 the Notes will carry an Interest Rate of 11% per annum. The amount of interest payable on November 30, 1995 will be Italian Lire 55,150,685 per Italian Lire 1,000,000,000 principal amount of Notes.

By: The Chase Manhattan Bank, N.A. London, Agent Bank

June 2, 1995



ABTRUST ATLAS FUND Société d'investissement à capital variable

Registered Office: 13 rue Goethe, L-1637 Luxembourg R.C. Luxembourg 827.229

DIVIDEND NOTICE

At the Annual General Meeting of Shareholders held on 26 May 1995 it was resolved to

UK Growth of Income Portfolio

CARLTON

COMMUNICATIONS PLC

EXCHANGEABLE CAPITAL

SECURITIES AND BEARER

SECURITIES

Cariton Communications Plc ("Cariton") published its results for the

("Cariton") published its results for the six months caded 31st March 1995 on 1 June 1995. Copies of the helf yearly report are available to holders of Carlton's Exchangeable Capital: Securities ("Ex-Cape") and to holders in bearer form of Carlton's 7-/=%. Convertible Subordinated Bonds due 2007 ("Bonds") frost Carlton's Street recition of fifer at 18 5 Capens Street.

registered office at 15 St George Street, Hanover Square, London WIR OLU and from Morgan Guaranty Trust Company of New York (Global Trust

and Agency Services Department) 60 Victoria Embankment. London EC4Y OJP for and on behalf of the trustee of

the Ex-Caps and of the Bonds.

GBP 0.062 per abare to shareholders on record on 26 May 1995 with an ex-dividend date of 29 May 1995 and a payment date of 9 June 1995.

Paying Agent: Bank of Bermada (Luxembourg) S.A.. 13, rue Goethe L-1637 Luxembourg

FORD CREDIT EUROPE PLC £200,000,000 FLOATING RATE NOTES DUE 1996

lotice is hereby given that the Rate of Interest has been fixed at 5.9625% and that the interest payable on the relevant Interest Payment Date December 1, 1995 against Coupon No. 4 will be 334.91 in respect of £1,000 nominal of the Notes and £349.08 in respect of £10.000 nominal of the Notes.

June 2, 1995 By: Citibank, N.A. (Issuer Services), Agent Bank CITIBANG

Fax: +44 (0) 171 896 2274

FINANCIAL TIMES CREDIT

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westors and intermediaries alike For a FREE sample booklet con Catherine O'Reeffe, nancial Times Financial Publish Maple House, 149 Tottenheau Court Rood, London WIP 9LL, England, Tel: +44 (8) 171 896 2284

Silicon Graphics, a US a maker of special effects soft-

computer software group, and entertainment concern Dream-Works SKG have announced a \$50m joint venture to set up a digital animation studio to bring new production techniques to movies, AP-DJ reports from Mountain View,

Most of the investment will

DreamWorks SKG is the Los

Angeles entertainment company recently formed by Hollywood director Mr Steven Spielberg, with Mr Jeffrey Katzenberg and Mr David Geffen. Its biggest outside investor is Mr Paul Allen, a co-founder

World patent

US-\$ 100.000.000.000,00 (one hundred billion

US-Dollar). The patent item achieves through

a new combustion-technology: more than 50% reduction in fuel consumption in case with

injection device on the basis of KE-Jetronic and Motronic. Substantial reduction of harmful emissions Special electronic device protecting the engine against over-Speeding with different action in warm or in cold condition.

Example: excerpt from the last test of Jaguar XJ40, produced in 1994. HC ppm VOL Without reactor 16,2 liter per 100 km With reactor 6,56 liter per 100 km

Commercial Advantages - No Risk Investment:

 Manufacture uses traditional engineering plants Worldwide application

Protected by international patents

Very large market for products Technical Advantages-Standard Technology-Standard available parts

Diesel Engines for Ships and similar - Oil Fired Heating Systems Turbines for Jets The first samples for serial production for building-in into cars are available, the tests for exhaust fumes, efficiency and consumption

sage: Motor Cars = Larries = Busses = Aeroplanes = Helicopters

By order of our client we are asking interested parties to make 8 suitable written offer addressed to the agency authorized by the patentholding company: Bárci & Partner, Lugeck 4, A-1010 Vienna/Austria, Fax: ++43 - 1 - 512 24 69

Standard & Chartered

Standard Chartered PLC

£150 million Subordinated Floating Rate Notes due 1996

In accordance with the provisions of the Notes, notice is hereby given that for the three month period from 31st May 1995 to 31st August 1995, the Notes will bear interest at the rate of 6.7875 per cent per annum.

and will be paid for value 31st August 1995 against surrender of Coupon No 37. West Merchant Bank Limited

Interest per £5,000 Note will amount to £85.54

Agent Bank

wk Bira profits win first quarter

Estimated profit in the next 10 years: Approx.

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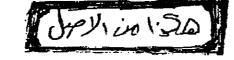
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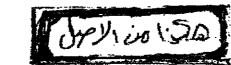
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INTERNATIONAL COMPANIES AND FINANCE

National Mutual Reprimand tumbles to net loss of A\$30.7m mark financial permanent f

By Nikki Talt: in Sydney - ...

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National Mutual, the Australian life insurer in which France's Axa group is seeking to acquire a 51 per cent stake in return for a A\$1.1bn capital injection, yesterday reported a net loss of A\$30.7m (US\$22.1m) for the half-year to end-March. The insurer, which calcuservice of the service of the servic

lates the results under its own "capital-raising plan methodology" and (like most Australian insurers) includes both realised and unrealised investment gains/losses in the numbers, said that the figure compared with a A\$20.6m profit a year

It said that premium income dipped slightly to A\$1.17bn. from A\$1.19bn in the first half of 1993-94, but that the investment contribution fell much more sharply, to A\$145m from

The latter figure comprises investment income of A\$351.9m, compared -with A\$338.4m, offset by A\$206.7m of realised and unrealised invest- to list its shares within two ment losses, compared with a years.

A\$15.2m loss last time. Payments under policies were down to A\$1.39bn, from A\$1.9bn a year ago, but the positive adjustment in policy-related liabilities was smaller -A\$411m against A\$915m. Operating expenses were A\$262m, against A\$292m a year

earlier. This left earnings before tax more than halved, to A\$105m from A\$225m. National Mutual then emoyed a A\$86m (A\$6m) tax surplus, but after "earnings credited to policyholders" of A\$222m, against A\$210m, the group was left with a A\$30.7m

Statutory reserves fell by A\$78m to A\$1.39bn. The Axa deal was announced in January, but policyholders have yet to approve the demutualisation scheme, and associ-

ated issue of shares to the

French group.
This process - which will require a 75 per cent approval level - is expected to get under way shortly. If it is successful National Mutual would expect

Renison Gold close to winning Pancontinental

Renison Goldfields, the Australian mining group in which Hanson, the UK conglomerate, holds a 40 per cent stake, yesterday claimed to be close to victory in its hotly-contested A\$500m (US\$360m) bid for Pancontinental Mining.

It said that, as of mid-morning, it controlled 42.9 per cent of Pancon's equity, and claimed to have written confirmation of intentions to accept its offer for a further 18m

By late-afternoon, the former figure had risen to 49.1 per cent, with an additional 5m potential acceptances. If all these acceptances materialised, this cut-off, saying it is Goldfields — the Renison bid cial" and "self-imposed".

vehicle - would control more than 50 per cent of Pancon. However, Pancon directors said they had no intention of conceding defeat at this stage,

and condemned the Renison use of "phantom" acceptances that is, those that have not actually been received - in calculating the number. Pancon's shares closed 8 cents higher yesterday, at A\$2, while Renison remained unchanged at

The bidder has set today as the deadline by which it wants to achieve 50 per cent accep tances, in order to declare its bid unconditional, saying that the offer will otherwise lapse. But: Pancon has also disputed this cut-off, saying it is "artifi-

Bank Bira profits soar in first quarter

By Manuela Saragosa

Bank Bira, one of Indonesia's leading banks in commercial paper lending and domestic loan syndication, said its net profit-for the first quarter rose more than 100 per cent on rapid growth in total assets

and fee-based income. Bank Bira, which was listed on the Jakarta stock exchange in an initial public offering last July, said net profit in the first quarter rose to Rp6.4bn (US\$2.9m) from Rp 2.9bn in the same period of the previous

Funds raised from the IPO were used to increase the bank's assets, which stood at Bali.

Rp1,292bn on March 31 1995 compared with Rp656bn a year earlier. Growth in assets has resulted in an increase of 120 per cent in interest income. which totalled Rp52.6bn in the first quarter this year.

The bank has stepped up its activities in commercial paper and loan syndication in the past year, with the result that fee-based income grew by over 200 per cent to Rp7.6bn in the first quarter.

Among the facilities arranged by Bank Bira are a .US\$50m syndicated loan for an Indonesian ceramics company and a US\$31m loan for the construction and development of the Ritz-Carlton resort in

for Morgan Stanley's HK arm

Morgan Stanley Asia Limited. the Hong Kong arm of the US investment bank, was yesterday reprimanded by the Securities and Futures Commission. Hong Kong's corporate watchdog, for allowing four employees to trade securities

The Hong Kong reprimand follows the £240,000 (\$381,000) fine which the UK's Securities and Futures Authority levied on the US bank for breaches of financial services regulations
- the largest fine imposed by the authority.

It emerged on Tuesday that Morgan Stanley had also offered compensation of about \$30m to five clients who suffered losses on their investments. It also paid for the costs on the UK authority's Investigation.

In Hong Kong, the commis-sion said Morgan Stanley had also failed to provide sufficient internal procedures to ensure that those needing registration were registered.

It noted, however, that in considering the level of pen-alty to be imposed on Morgan Stanley – a warning letter – it took into account the bank's co-operation with the inquiry, and its prompt introduction of procedures and management controls to ensure that staff were properly registered.

The commission said that it also took into account the fact that no investor, in Hong Kong or overseas, had been financially prejudiced by the late registration.

Philip Morris may be sued over Slovak unit

By David Wighton

Philip Morris, the US tobacco and foods group, is being threatened with legal action over the treatment of minority shareholders in its Slovak chocolate subsidiary, Figaro.

Institutions with 11.8 per cent of Figaro's shares have said they will take the company to court unless it changes its response to their requisition of a special shareholders' meeting. The com pany insists it has complied with all legal requirements.

Following the requisition on May 9, the company said it would hold an extraordinary meeting at the same time as the annual meeting on June 16. But the dissident shareholders, led by Czech fund manager Prague Capital Part-ners and US arbitrage firm Wyser-Pratte & Co, said the company had failed to publish details of the agenda they

The shareholders have eccused Kraft Jacobs Suchard. the Philip Morris subsidiary that manages Figaro, of depressing profits by channelling sales through other group companies and exacting high management charges.

On 31 May 1995 the Fleming Fund Management advertisement was published in error.
Please find below the correct version.

FLEMING FLAGSHIP FUND

Société d'Investissement à Capital Variable European Bank & Business Centre, 6, voute de Trèves L-2633 Senningerberg, Grand Ducky of Lexembourg R.C. Luxumbourg No. B 8478

As the first Extraordinary General Meeting held on 15 May 1995 did not have the required quorum of one half of the shares outstanding, the shareholders are hereby convened to a

Second Extraordinary General Meeting

to be held on Wednesday 14 June 1995, at 14.90 hours at the registered office of the Company, European Bank & Business Centre, 6, route de Trèves, L-2653 Senningerberg, with the following agenda:

1. To amend and complete Article 21 of the Articles of Association, to permit the Board of Directors to extend the period for repayment of redemption proceeds, to such period not exceeding into business days, as may be required due to prevailing conditions in certain markets in which future classes of the Company may invest.

2. To amend Article 4, first paragraph, second sentence of the Articles of Association by adding the

To complete Article 16 of the Articles of the Association by adding the following paragraph: "Investments of the Company may be made either directly or indirectly through subsidiaries, as the Board
of Directors may from time to time decide. Reference in these articles to "investments" and "assets"

shall mean; as appropriate, either investments made and assets beneficially held directly or investments made and assets beneficially held directly or investments made and assets beneficially held indirectly through the aforesaid subsidiaries.

4. To complete Article 22 of the Articles of Association by adding the following paragraph as penultimate paragraph: "(vii) while the net asset value of any subsidiary of the Company may not be determined accurately."

The shareholders are advised that no quorum is required for the holding of this Extraordinary General Meeting. Resolutions will be validly adopted if voted in favour by a two-thirds majority of the shares present or represented at such meeting.

In order to be cutified to attend the meeting, holders of bearer shares must deposit their bearer share certificates seven days prior to the meeting with the following institution:

Kredietbank S.A. Luxembourgeoise, 43, boulevard Royal 1-2955 Luxembourg, Grand Duchy of Luxembourg

Shareholders who cannot personally attend the meeting may at any time act by proxy using the prescribed form of proxy (available at the registered office of the Company) and return it at least seven working days prior to the date of the Extraordinary Shareholders' meeting to the Company, c/o Fleming Fund lagement (Luxembourg) S.A., L-2888 Luxembourg.

By Order of the Board of Directors: HENRYC. KELLY, May 1995

communition: In addition, shareholders are informed of the change of denomination Change of denomination: In addition, shareholders are informed of the change of denomination from USD to DM as of I July 1995 of the following Funds: FFF Fleming Continental European Fund, FFF Fleming European Fund, FFF Fleming European Fund, FFF Fleming European Fund, FFF Fleming International Equity Fund.

MAS airline operations find going tough

Malaysian carrier shows overall improvement, but analysts are disappointed, writes Kieran Cooke

(MAS), one of Asia's most ambitious but financially unpredictable carri-ers, has revealed mixed yearend results with improvements in overall group profit but reflecting continuing difficulties in airline operations. Group pre-tax profit for the year to March 31 1995 was

M\$148m (US\$59m), compared with a pre-tax profit of M\$16m last year. Turnover increased by 17 per cent to M\$4.76bn. The MAS board is recommending a final dividend of 7 cents, compared with 2 cents last year. Mr Tajudin Ramli, a Malaysian entrepreneur who took control of MAS in a highly leveraged M\$1.79bn deal last year, said he was more than satisfied with the results. But he admitted that in spite of a considerable upturn in the international airline industry

group's airline operations were still not making money. Mr Tajudin said associated ctivities such as catering and duty-free operations had contributed to the improvement in

and a reorganisation of MAS's

management structure, the

overall performance. MAS was reluctant to divulge many financial details. said there was high growth in income from leasing aircraft but would not say how much was involved. MAS both leased out and leased in aircraft during the year. Analysts say it is not clear if the costs from leasing in aircraft were included in the figures.

"These results are well below market expectations," said a Singapore-based airline industry analyst. "MAS is operating in the most buoyant airline market in the world. It should

alaysia Airlines be showing some better figures

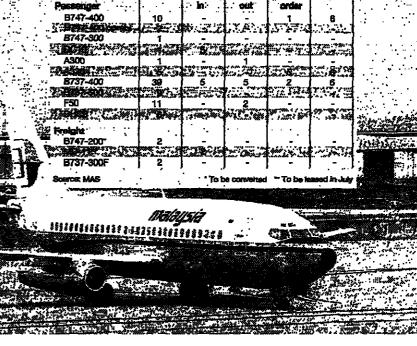
by now."

MAS has always had big ambitions. In the early 1990s, when the global airline industry was in recession, the Malaysian carrier announced one of the world's most com-prehensive fleet expansion programmes, ordering 72 aircraft for delivery over the 1991-96 period costing a total of M\$10.6bn. MAS is now the biggest operator of Boeing 737-400s outside the US.

MAS said the purchases were needed to meet the needs of a fast expanding market, particularly in the east Asia region. But the expansion programme has resulted in a steadily mounting debt: MAS said its net debt now stood at M\$6.6bn. Finance charges rose by M\$143m, or 77 per cent, in the last year: analysts say debt could soar to more than M\$8bn by next year. At the end of 1992, MAS raised US\$700m in what was Malaysia's biggest rights issue. Analysts predict another cash call in the next 12 months, though Mr Tajudin sald yesterday that this was

unlikely. MAS has expanded its capacity by 19 per cent over the last year and passenger and cargo traffic grew by a similar amount. However, the overall load factor - seen as an important barometer of performance in the industry - improved only marginally to 64 per cent. The load factor of neighbouring Singapore Airlines (SIA) is 70 per cent. SIA is competing fiercely with MAS on many routes: unlike the Malaysian carrier, SIA is debt-free.

investors have pinned their hopes on Mr Taiudin and his new team. MAS shares have



been climbing steadily on the **Kuala Lumpur market over the** last 18 months - from M\$5 at the beginning of 1994 to just under M\$9 now.

Mr Tajudin, who has multi-

million dollar interests in telecommunications, tourism and transport, has cut staff and divided MAS operations into autonomous "profit centres". Capacity has been added to lucrative long-haul routes, par ticularly those to Europe. MAS has been at the forefront of a price war among Asia's airlines, cutting fares on some routes by as much as 30 per

From yesterday MAS is operating 14 flights a week to London under a code-sharing agreement with Virgin Atlantic. The Virgin arrangement will also operate on MAS flights to Australia. A further code-sharing arrangement has been agreed with British Midland on routes within the UK and to Dublin.

MAS is also opening new routes to North America. Meanwhile, MAS has bought stakes in smaller carriers in Cambodia and the Maldives, "Our ambition is big, very big" says Mr Tajudin.

nalysts are holding their breath, however. They point out that though MAS is now fully priva-tised, the government still retains a "golden share". MAS is still burdened with many lossmaking domestic routes Domestic fares were increased by up to 20 per cent in 1993. The government, battling to counter inflationary pressures in the fast-expanding economy,

is unlikely to countenance fur-

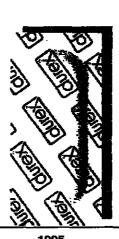
that over the past year, revenues on its international routes grew by 19 per cent. However, on local routes there was only a 1 per cent rise.

The government has made various announcements concerning the formation of a second airline which would take over many local routes, but negotiations have stalled.

Meanwhile, some lossmaking international routes - to Mexico City and Buenos Aires seem to have been inaugurated more to raise Malaysia's global profile than for commer cial reasons. Mr Tajudin said there were no plans at present to cut these routes.

MAS is forecasting a better performance over the coming vear, but observers will be keeping their seat belts firmly

2.



An encouraging start.

1996

1997

In the first year of recovery after the Rights Issue, our performance is very encouraging. We are particularly pleased with the progress made in reducing borrowing and gearing and with the growth in our core businesses.

Health and Personal Products achieved overall growth of 5.5% to £286.7 million (1994: £271.8 million). The Group's core thin film barrier protection products achieved "underlying" sales growth for the year of 14.4%, after adjusting for currency movements, brand disposals and promotional smoothing.

Sales of our family planning products increased to £100.4 million (1994: £92.9m) with underlying growth of 9.0%.



We launched our new polyurethane condom, Avanti, in the western states of the USA in November. It has already achieved a 3% value share of the region.

We again achieved significant growth in surgical gloves, with an

FINANCIAL HIGHLIGHTS						
	94/95 £m	93/94 £m				
Sales	318.1	396.6				
Sales excluding photoprocessing	286.7	271.8				
Operating profit pre-exceptionals	26.6	7.5				
Pre-tax profit/ (loss)	15.2	(175.1)				
EPS	4.02	(90.62)p*				
DPS	1.00p	NIL				
*As restated						

increase in sales of 32.8% to £51.4 million (1994: £38.7 million). Underlying growth was 27.1%.

We have reduced our gearing to under 40%.

The new year has begun positively, with encouraging signs for further recovery and future growth. We continue to gain market share in our core businesses, while the benefits of our rationalisation and cost reduction programmes are beginning, and will continue, to flow through.

London International Group plc

Innovators in Thin Film Barrier Technology 35 New Bridge Street, London EC4V 6BJ





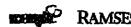














Stat August 1978 No 37.

Approval for Warburg disposal

The sale of SG Warburg's investment banking businesses to Swiss Bank Corporation was agreed at a subdued 15-minute shareholders meeting yesterday despite strong criticism of the UK bank's management from a former board director.

The meeting at Warburg's headquarters, attended by about 150 shareholders, approved the £860m (\$1.35bn) sale with only about 10 votes cast against. The sale is still conditional on approvals by

chairman and chief executive, was questioned critically by Mr Peter Hardy, who retired three years ago as a managing directors of the investment banking arm, and who described the sale as "rather depressing".

Mr Hardy said that Warburg had undergone an "ill-con-ceived expansion, and unjustified increase in costs". Shareholders were having to sell a business that until a year ago was considered the UK's premier investment bank He said that the £63m pre-

mium to net asset value being paid by SBC was "miniscule in relation to the value and good-Sir David Scholey, Warburg's will in the group, and far less

than was paid by Warburg for many of the constituent busi-nesses of the group". Sir David replied to another

shareholder's question on whether Warburg's investment bank could have remained independent by saying the results in the year to March 31 had been "surprisingly and seriously negative". He said that for the invest-

ment bank to have remained as an independent business "would have required extremely radical and wrenching surgery, with other things happening in the market place that would not have assisted

The board had "looked very carefully at the alternatives", but had decided that the costs that would have been required to reshape the business "were greater than the current share-holders should be asked to

The investment bank sale, giving shareholders 365p per share, is to be followed by a proposal for "a scheme of arrangement" to allow Warburg's 75 per cent stake in Mer-cury Asset Management to be distributed among them.

A document giving details of the proposed scheme is expec-ted to be posted to sharehold-

Allied Domecq shakes up managers

By Christopher Price

Mr David Jarvis, chief executive of Allied Domecq's wines and spirits division and a main board director, was yesterday made redundant as the drinks and retailing group announced a shake-up of its

While Mr Jarvis was departing, two other senior managers were appointed to the board as the company made its first substantial organisa-tional changes since the take-over of the Domecq spirits

group last year.
Mr Michael Jackaman,
chairman, said: "David Jarvis
has done an excellent job and been a very effective chief executive, but under the reorganisation his job has been taken over by the group chies executive, Tony Hales. There isn't a job which matches David's experience or his level of responsibility."

He added: "He should be a chief executive in another big plc." The two sides are discussing compensation. Mr Jarvis was on a three-year rolling contract and is likely to seek

additional compensation. Mr Jarvis, 47, joined Allied in 1972 and was appointed to the board in 1991 as chairman and chief executive of Lyons, the group's food subsidiary. He became chief executive of the spirits business a year

Allied is to combine its traditional wines and spirits business with its Domecq interests, organising it on a brands and regional operations basis. The brands division will be headed by Mr Peter Wood, who has been undertaking a similar job

at Allied Domecq Spirits. Among the regions, Euro-pean operations will be headed by Mr David Scotland, who will also join the board. Mr George McCarthy is also joining the board as director responsible for the group's north and south American operations, with the exception

"The board's strategic priorities of developing our brands and international business will be matched by a structure which achieves the right balance between overall brand focus and closeness to the local market."

UK housing

LEX COMMENT

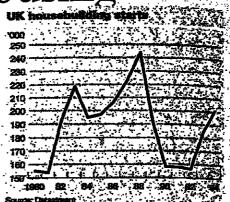
The housing industry's campaign to reverse

government cuts in tax relief and income sup-port for home buyers looks set to end in defeat. With Mr John Major apparently blaming home buyers for the late 1980s' inflationary spiral, he can hardly be expected to fuel a return of house price inflation.

With little hope of salvation from the gov

ernment, home owners might hope for the economy to come to their rescue. After all, as incomes rise, homes are becoming more affordable and concerns over rising interest rates are fading, hence the recent rise in the housebuilders' share prices. Unfortunately, the buyers are still not hiting. Mortgage lending is down, the latest set of statistics on property prices show further falls, and fewer new nomes are being built. Job insecurity remains high and many economists argue that the number of workers on short-term contracts is growing. Not surprisingly, people are less willing to commit themselves to 25 year property loans. So the prospects for house prices this wear are bleak

Next year, though, the market should pick up. Tax cuts seem certain before the next general election. This should feed through into



Further increases in incomes will also make property increasingly affordable, drawing. more first-time buyers into the market and allowing existing home owners to move up the property ladder. But the speculative froth of the last property cycle is unlikely to be

board says it faces liquidation

The Irish newspaper group, Irish Press Newspapers, is to be put into liquidation next week, according to the company's board. None of the group's three titles bave appeared for more than a week because of industrial action by the National Union of Journalists after the summary dismissal of a journalist.

The group is losing I£200,000 a month and its financial position has dramatically weakened in recent weeks. The Irish supreme court has overturned a judgment that the Irish Press was owed IL9m in damages by its former 50 per cent owner. Ingersoli Publications.

Union sources suggest the dismissal of the group's business editor, for publicly criticising the company, was a tactic by the management to engineer a dispute and so bring liquidation closer.

The lossmaking group was propped up last December when Mr Tony O'Reilly's Independent newspapers took a 25 per cent stake for 1£1.3m and lent the group another I£2m. The Irish competition authority subsequently ruled the investment was illegal and an

The group due to go into liquidation next Tuesday, which allows four days for political intervention to save the company. One option is for the government to overrule the competition authority allowng further investment by Independent newspapers which is now seen as the only possible investor.

stage of its three-year recovery

programme with a substantial

for the year to March 31.

against losses of £175.1m.

Exceptional charges amounted

gets set at the time of the

£115m rescue rights issue in

swing back into the black.

to £2.8m (£168.3m).

Irish Press | Cash-rich Boots looks for continental purchases

Boots, the retailing and healthcare group, said it had "no inhibitions" about handing back more of its £600m-plus cash pile to shareholders if it could not find "sensible" acquisitions. The group announced an 8 per cent increase in profits, before exceptional gains, to £525.6m (\$825.2m).

Boots has already returned £508m to shareholders through a share buy-back last Novem-

Sir James Blyth, chief executive, said the company was searching for acquisitions to strengthen its over-the-counter drugs business - Boots Healthcare International - especially in continental Europe. But with other groups seeking similar acquisitions, asset prices were high. Sir James said a retail acqui-

sition was unlikely until the UK store chains acquired through its £900m purchase of Ward White in 1989 were performing up to scratch. The City believes another



Sir Michael Angus, chairman: money could go to shareholders

fell 8p to 510p, on disappointment that there was no immediate buy-back. Analysts downgraded current year profits forecasts by £20m to £520m-£530m after Boots warned of a higher tax charge.

Last year's pre-tax figure was before an exceptional gain of £320.1m on the disposal of Boots pharmaceuticals to share buy-back or special divi- BASF and the Farleys food £20.5m.

dend is likely. But the shares business to Heinz - after charging goodwill of £383.4m and other exceptional profits of

> The core Boots the Chemists chain increased like-for-like sales by 3.9 per cent and operating profits grew 8 per cent to £350m. Halfords, the car accessories chain, lifted like-for-like sales 4 per cent, with profits up more than 40 per cent to

American Endeavour action

By Andrew Taylor

Berkeley Govett International.

'a sustained pattern of wrongdoing which had resulted in damage to the fund. It is suing for damages of at least \$20m. Govett in turn is suing

Yesterday American Endeayour announced that Pacific Investments a registered shareholder in the fund had also begun legal proceedings in the

The fund said it would

SKr680m Nordic travel buy for Hogg Robinson

Leisure Industries

Hogg Robinson, the travel. transport and financial services group, yesterday announced agreement to acquire the Bennett Travel Group, the Nordic business travel management company, for SKr680m.

Bennett Travel is part of **Business Travel International** (BTI), the joint venture business travel management group in which Hogg Robinson has a 13.5 per cent holding. The

Robinson, which manages BTI's operations, the largest shareholder with 21.5 per cent.

Funding will come partly from a placing and open offer of 17.39m shares at 160p to raise £25.3m. New borrowings will add £20m and the balance will come from resources. Shareholders will be offered new shares on a 1-for-4 basis.

The shares fell 5p to 175p. Bennett Travel, the market leader in business travel in Norway, Finland, Denmark and Sweden, was put up for sale by its owners Volvo and

acquisition will make Hogg the Swedish Co-operative Society in February. Mr Brian Perry, chairman of

Hogg Robinson said that given Bennett Travel's role in B'II, its acquisition was a "major move within the overall busi ness travel sector and should greatly enhance our international positioning.

Bennett Travel reported pretax profits for 1994 of SKr64.9m and has net assets of SKr46.2m. Hogg Robinson also announced pre-tax profits of £14.3m (£21.5m) for the year to March 31. Excluding exception-

Raw material costs hit Lamont

Rising raw material prices and the depressed UK housing market forced Lamont Holdings. the Northern Ireland-based textile group and carpet manufacturer, to issue a trading statement yesterday which left the shares down 47p

At the company's annual meeting in London Sir Desmond Lorimer, chairman, echoed the sentiments of other UK household goods manufacturers earlier this year. He said trading in the UK during the past two months had been "much more difficult than anticipated" and "maintained at 1994 levels" Analysts downgraded their 1995 forecasts by

more than £1m to about £13m. Lamont's 1994 pre-tax profits fell from £11.49m to £9.1m because of restructuring costs and difficulties in passing on price rises.

The group was the second carpet maker in a veek to blame raw material price rises for a cut in profitability. Readicut, the household textile, carpeting and yarn company, reported a 33 per cent drop in pre-tax profits last week.

Lamont said it had suffered 150 per cent increases in the price of polypropylene, used in its furnishings fabrics and carpets.

abuse of a dominant position. The American Endeavour American Endeavour for dam-Fund is facing further legal

proceedings over its decision to appoint Kleinwort Benson (Jersey) Asset Managers as its fund manager in place of American Endeavour in February, sacked Govett, alleging

LIG bounces back with £15.2m

ages of more than \$100m for allegedly causing its proposed acquisition of Duff Phelps, the US fund manager, to fail.

Pacific Investments is asking the court to set aside the appointment of Kleinwort Benson, replace directors of American Endeavour with court appointees and restrict the voting rights of Firmandale Investments American Endeavour's majority shareholder.

Total list year ABI Leignere 6 miths to Feb 28 (34.8) (15.3) (4.187) (94) (-) (78.5) (185) (386.6) (245.6) (245.6) (36.6) (38.6) (38.6) (11.8) (728.5) 1.81 0.103 849.7♥ 24214 0.20814 8.33 15.24 2.444 27.6 8.31 1.1214 86.84 4.279 275.1♥ 0.21 11.5♥ 4.11 3.9 2.81 (1.7) (1.49(.4) (416.3.4) (416.3.4) (0.49(.4) (8.33) (7.5.1) (7.5.1) (9.033.4) (1.033.4) (1.073) (0.744) (0.784) (1.786.4) (217.2.4) 4.4 0.6 65.7 7.4L 0.6L‡ 7.82 4.02 51 26.4 37.3 0.88 4.03 37.5 14.03 37.5 2.21 (42) (85.7) (7.8) (1.91.) (7.8) (23.49) (90.821) (33.7) (29.1) (30.7) (31.4) (4.1) (5.62) (5.63) (1.55) (5.63) (1.55) Aug 23 Yr to Apr 2 ... Yr to Dec 37 ... Yr to Maer 31 . 6 mths to Mar 31 NUM Kent ... Yr to Dec 31 ... Yr to Mar 31 ... Yr to Mar 31 Mirenet & N tretand Elect . Yr to Mar 31 ‡ Yr to Mar 31 Yr to Azır 1 ★ Trib Apr 1 ★
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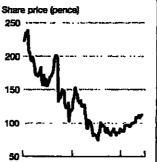
June last year. Gearing, at 40 per cent, was comfortably of the recovery programme had been successful, despite chalbelow the 50 to 70 per cent goal London International Group, lenging targets, but there was the condom and rubber glove still much more to achieve. and net debt was down from manufacturer, yesterday £168m to £44.5m. LIG would now focus on

offered the market a bullish LIG was also on track with its remaining disposals in the progress report on the first health and beauty aids business, having withdrawn from photoprocessing. The company Pre-tax profits were £15.2m expected to raise between £30m

and £50m from asset sales.
The withdrawal from photoprocessing left group sales down by 20 per cent at £318.1m. Mr Nick Hodges, chief execu-tive, said LIG had exceeded tar-Operating profits, excluding discontinued businesses, increased by £5.9m to £26.6m. Mr Hodges said the first year

building its core businesses organically - through new products such as the polyurethane condom, Avanti - and by acquisition. The global condom market

had been slow in the last year, growing on average just 2 to 3 per cent. Manufacturers had also been hit by doubled latex prices. However, Mr Hodges said LIG had been able to cover higher raw material costs with price increases.



"A major step forward in our long term development plans and a further advance in profits"

- 100% Tees Ports ownership
- 10% improvement in profit before tax
- Strong ports performance
- Successful 1 for 4 rights issue
- Increased capital expenditure
- Increased total dividend

Results	1995	1994	Change
Profit before exceptionals	£40.1m	£36.0m	+11%
Profit before tax	£36.9m	£33.4m	+10%
Dividends per share	25.0p	23.6p	+8%*
"Adjusted for rights issue			



Dividends shown net. Figures in brackets are for corresponding period. *Comparatives restated. *After exceptional charge. *VAfter exceptional credit. *Comparatives for 9 months. †On increased capital. \$USM stock. *After exceptional credit. *Comparatives for 9 months. †On increased capital. \$USM stock. *After exceptional credit. *Comparatives for 9 months. †On increased capital. \$USM stock. *After exceptional credit. *Comparatives for 9 months. †On increased capital. *Comparatives for 9 months. *Comparati **CALL FOR**

EXPRESSIONS OF INTEREST IN PURCHASING THE ASSETS OF "THE UNITED PACKAGING INDUSTRIES OF GREECE S.A.", OF ATHENS, GREECE

ETHNIKI KEPHALEOU S.A., Administration of Assets and Liabilities, of 1 Sculeniou Str., Afrens, Greece, in its capacity as Liquidator of "THE UNITED PACKAGING INDUSTRIES OF GREECE SA", a company with its registered office in Afrens, Greece, (the "Company"), presently under special liquidation according to the provisions of Section 46a of Law 1892/1990, by winue of Decision 5074/95 of the Athens Court of Appeal, Invites interested parties to submit within twenty (20) days from the publication of this call, a non-binding written expression of interest in purchasing the corumn of assets mentioned helps. purchasing the groups of assets m BRIEF INFORMATION

The Company was established in 1974. In 1989 it was declared bankrupt and on 16.5.95 it was placed under special liquidation. Its objectives included the production and sale of peckaging materials.

GROUPS OF ASSETS OFFERED FOR SALE This assets being offered for sale include a factory standing on a plot of land of initially 80,753 sq.m. radiuced to approximately 52,000 sq.m. following street alignment and lend expropriation in the area, at the 2nd kim of the Tripoli-Argos National Road, containing machinery and mechanical equipment. The trade name of the company is elec offered for sale.

SALE PROCEDURE

MEMORANDUM - INFORMATION

The sale of the assets of the Company will take place by way of Public Auction in accordance with the provisions of Section 46a of Law 1892/1990, as supplemented by art.14 of L.2000/1991 and art.63 of L.2224/1994 and the terms set out in the Call for Tenders for the highest bid for the purchase of the above assets, to be published in the Greek and foreign press on the dates provided by Law. SUBMISSION OF EXPRESSIONS OF INTEREST - OFFERING

For the submission of Expressions of Interest and for obtaining a copy of the Offering Memorandum, please contact the Liquidator, "ET-INIKI KEPHALEOU S.A., Administration of Assets and Liabilities. I Skouleniou Str., Athers 105 61, GREECE, Tel: +30-1-323.14.87-7, Pac: +30-1-321.79.05 (attention Mrs Martin) BUSINESSES FOR SALE SmithKline Beecham PLC

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Karl Loynton on 0171 873 4780
or Lesley Sumner 0171 873 3308 rest Period 1 June 1995 to Midland Bank pic Agent Bank

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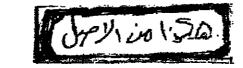
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RECRUITMENT

Y o subject is more prone to fashionable theoris-Apocalyptic talk about the end of the job" and "the abolition of work" has grown among employment gurus in recent years as they have trumpeted the arrival of what they call the "new" flexible

lahour market The full-time permanent job is being rapidly replaced by the greater use of subcontracting and temporary work, as well as an increased autonomy in hiring and work allocation by skilled work groups and greater managerial discretion in the workplace in the making of employment decisions

Those trends are more developed in the US than in Europe. As Mr Peter Cappelli, co-di-rector of the US-based independent National Center on the Educational Quality of the Workforce, told a conference this week in Washington, all of this was familiar in work organisation in pre-1915 Amer-

He said at that time there was the "putting out" system where piece-rate contracts were negotiated with home workers: "internal contracting" which covered contractors working inside the company: and the "drive" system which

Subcontractors and temporaries take over provided foremen with com-

plete autonomy in the work-

Their common theme, Cappelli argued, was "the absence of a system of formal rules for managing employees and heavy reliance on markets and individual contracting". After the first world war,

employers found it was more efficient for them to manage employment inside the company rather than through market-based contracting. It ensured "predictability and order" in the workplace, reduced "costly and time-consuming" efforts in enforcing contracts, and reflected scientific management where each job had a narrowly specified description.

These features characterised the 20th century organisation of work that "helped insulate employment from the pressures of competitive product and labour markets".

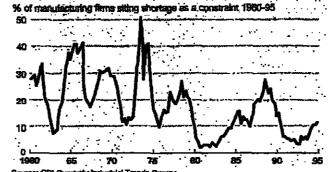
But Cappelli argues that in recent years, changes in market preferences have made fixed investments long-term labour costs obsolete much more quickly as development time has been cut drastically. Increased competition has added to the pressures on

the internal employment system, while in the US trade union decline and laws making it more expensive to hire full-time workers have enhanced the strategic advantage of a return to the marketbased contract culture of pre-1915 America. The results have not all proved beneficial, particularly

for workers. It has meant "less job security, especially for employees whose characteristics seem to put them in the 'core' of the workforce, more job switching, flatter job hierarchies that are more difficult to enter and to move up, and compensation and training decisions that are more governed by the outside labour

Changes in work demand special skills and training assumes greater which

The shortage of skilled labour



employee attachment and tenure to ensure firm-specific investments pay off, but instead attachment of the worker to the firm seems to be weakening. The growth in occupation-specific skills makes it less attractive to individual employers to train because they may not recoup the investment made in their

workers who become more

marketable. As a result, work-

ers themselves will have to develop their own skills and manage their own careers with a likely decline in work-based training.

Cappelli warns of the "distributive justice aspects" of these trends. He points out that at present employers are initiating and reaping gains from the changes in the employment relationship with their strengthened bargaining

position through the decline in real wages, rise in job insecu-rity and spread of involuntary part-time employment.

It has become a cliché that the UK economy - unlike others in western Europe - suffers sistent skill shortages. But in a spirited rebuttal to the conventional wisdom. Mr Peter Robinson, from the independent Centre for Economic Performance at the London School of Economics, argues the familiar picture needs challenging

"The current incidence of reported skill shortages is low by historical standards," he asserts. In January the Confederation of British Industry found only 10 per cent of manufacturing firms reported their output would be limited over the coming four months by skilled labour shortages. But during the period from 1960 to 1979, an average 24 per cent of firms reported such shortages as an output constraint with peaks of 42 per cent in June 1966 and 51 per cent in October

JOBS: Is the 'new' flexible labour market a return to the past? asks Robert Taylor intermediate skill occupations, but he believes it remains unclear just how "many of the recruitment problems faced by employers are to do with individuals lacking appropriate qualifications as opposed to 1973. The picture improved to appropriate experience or per-Posing the question of

sonal skills".
"It is hard to conclude from the evidence that British employers are reporting they face shortages of tens of thousands of craft workers so it is not clear the authorities' need to sponsor vast training schemes," he says. He urges more "small scale, well targeted high quality programmes". In a message that will please the government, he believes "renewed wage and price inflation may well threaten in the event of another external shock to the economy, but skill shortages in the 1990s do not pose a major threat to a sustained gradual

among certain craft and other

1 Rethinking Employment by Peter Cappelli, taken from Change at Work a forthcoming book from Oxford University Press. 2 Skill Shortages and Full Employment; How Serious a Constraint? by Peter Robinson, Centre for Economic Performance, London School of Eco-

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whether a gradual and sus-

tained output recovery, with an annual 3 to 4 per cent

growth rate sufficient to cut

unemployment by one percent-

age point a year, would lead to

skill shortages large enough to stimulate significant additional

wage inflation, Robinson

answers with a resounding No.

He believes what labour short-

ages the UK suffers from have

minimal implications for

wage inflation". He argues the

"real" skill shortages in the

labour market lie primarily

among professional and techni-

cal occupations, seen in the

demand for certain kinds of

teachers, nurses, engineers and

But since 1988 there has been

"significant increase in

higher education enrolment'

which he believes "augurs well

for the general supply of

highly qualified labour". He

also believes some genuine

skill shortages "probably" exist

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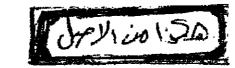
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Interviews will be held in London on 15th & 16th June 1995. Please mail/fax your detailed resume in strict confidence within 10 days to: Vice President - Personnel & Administration, Jumbo Electronics Company Limited Post Box No.3426, Dubai, U.A.E. Fax No.: 971-4-523910



ABN·AMRO Bank

Relationship Manager

ABN AMRO Bank is a leading international bank with more than 1,900 offices in 63 countries.

We are seeking to recruit highly experienced relationship managers to join our Milan and Rome marketing teams.

Dealing with a wide variety of large corporate clients, you will need a minimum of 5 years experience gained in the environment of a sophisticated financial institution with exacting credit standards. A good knowledge of corporate finance and treasury products are required qualifications for these positions, along with effective marketing and communication skills.

You are aged between 28 and 33, educated to university level, and bilingual or native Italian speaker.

Written applications please, with details of current package to

ABN AMRO Bank N.V., Milan Branch Attn. Human Resources Dept., Mrs. M. Ongering Via Mengoni, 4 20121 Milano, Italy fax. +39 2 72.001.710

LOCAL MARKET RISK MANAGERS

Major European Bank

Frankfurt London New York Sydney Singapore Hong Kong

Our client, a "AA" rated European bank with a sophisticated global derivatives capability, is building up a global market risk group. Successful candidates will preferably have advanced degrees in statistics, mathematics, physics, engineering or related subjects and

have more than two years experience in actual risk management or structuring and pricing long-dated derivative products. The positions entail validation of pricing models for derivatives, quantifying the risks of proprietary trading and the necessary hedges for both proprietary trading and customer positions, reviewing monetary value at risk for any given position and its most appropriate and efficient hedge vehicle. Stress testing and simulations will be carried out for significant market movements. Global market risk management will be run from the Head Office, although the local positions will also report to the regional bead of capital markets. Salaries and bonuses are well above industry standards.

O'CONNELL ASSOCIATES Recruitment Specialists in Risk Management Vicarage House, 58/60 Kensington Church Street, London W8 4DB Tel 0171 938 4779 Fax 0171 938 2815

CHIEF FOREIGN EXCHANGE TRADER

The London subsidiary of a leading South African based merchant bank which is listed. on the Johannesburg Stock Exchange offers a range of core banking services including retail banking, corporate lending, treasury and property lending services. As part of the expansion of their Treasury function they are now seeking an

experienced Chief Dealer with the following specific experience-

- 1) A minimum of five years trading experience in the South African foreign exchange spot and forward markets.
- 2) Detailed knowledge of the South African Reserve Bank regulations. 3) A sound working knowledge of the South African money and bond markets.
- 4) A network of contacts on the supply side and demonstrable corporate and institutional contacts on the customer side.

The ideal candidate will be a young dynamic and motivated individual and will have a proven track record in building a successful trading team in the South African currency

They are offering a competitive market related package and the opportunity to help a successful international organisation expand.

Please apply in writing quoting reference CB07 to P O Box A5548, Financial Times, One Southwark Bridge, London, SB1 9HL

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The PT can help you reach additional business readers in France. Our link with the French business newspaper. Les Rohos, gives you a unique recruitment advertising opportunity to capitalise on the FT's Employer residership and to further target the French business world. For information on rates and further details please telephone:

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Business Analysts - London

The eyes and ears of a growing business.

European expansion

What you'll do

What you've done

As part of one of the world's largest corporations, GE Capital, with worldwide assets of \$200 billion, has interests in 24 different businesses across the globe, each of which is a key player in its niche markets.

We are committed to expanding in Europe and futher Business Analysis are required to support an established international, London-based team which reports directly to the Director of Business Development.

Your responsibilities will include:

- assisting in identifying and providing support in evaluating strategic opportunities;
- conducting the market research and data gathering for target acquisitions and joint venture partners; assisting in determining pricing strategy for acquisitions, joint ventures etc., performing other

tasks associated with deal execution support;

You must have at least two years' experience of business analysis gained in either a financial services company, investment bank or major consultancy with some exposure to deal execution. In addition we require a relevant degree and a recent MBA from a major business school as well as fluency in French or German.

In return, you can expect a competitive salary and benefits package with a generous, performance related bonus and the opportunity of career progression to a senior management role in a major business component after 18-24 months.

Make contact

To apply, please write with full CV to Allan H Kennel, Managing Director - Human Resources, GE Capital Europe Limited, Clarges House, 6-12 Clarges Street, London, W1Y 8DH England.



GE Capital Europe

An Equal Opportunity Employer

Global Fixed Income Manager

A small London based investment management firm, with seven professionals, specialising in global fixed income, currency and equity markets is looking for a professional asset manager to join its highly successful fixed income team.

The ideal candidate will have a varied educational background with relevant professional experience, not necessarily limited to asset management, but could be from an economics team, a currency group or fixed income and derivatives background. An ability to conceptualise and implement investment strategy is essential as are the verbal and written skills to articulate it. We envisage the age range for this position to be mid thirties. The individual will be self motivated and comfortable working in the environment of a small collegial group.

The investment style of this firm is fundamentally orientated and research intensive which will necessitate foreign travel.

The position is a senior one reporting directly to the Executive Director responsible for global fixed income and currency management, and will involve the supervision of a trading desk with responsibility for the development of the junior members of the team.

Salary will be commensurate with a position of this level and will also carry a competitive benefits package including bonus.

Interested applicants should apply in strictest confidence, enclosing a current curriculum vitae, to:

P.O. Box A5554, Financial Times, One Southwark Bridge, London, SE1 9HL,

PRINCIPAL INVESTMENT ASSOCIATE

c. £30,000 + bonus

Our client is a recognised leader in the leveraged principal investment industry. The Group has recently identified the need for an exceptional young professional to join its team based in London.

As a member of the team you will be involved in all stages of the investment process including identifying potential acquisition targets and transaction opportunities, evaluating the strategic and commercial outlook for potential targets, creating financial models to assess the value of businesses, analysing capital structure alternatives, developing financing proposals, as well as negotiating with vendors and providers of finance.

The candidate will be a graduate of an internationally recognised university with first class honours (or equivalent) undergraduate degree in business/economics. The successful candidate will have training and/or experience with a leading international investment bank and have over 2 years principal investment experience involving the sourcing, assessing and transacting of large scale leveraged buyonts (£50 million +) with a major international investment bank or principal investment firm.

Interested candidates should send their C.V. to:

Box A5551, Financial Times, One Southwark Bridge, London SEI 9HL

The International Federation of Red Cross and Red Crescent Societies seeks to fill the position of

HEAD, TREASURY

Responsibilities: This position reports to the Director of Finance and Account of Finance and is responsible for the management of the Federation's cash and investments, directly and through external investment managers. (S)he will contribute to optimising the income generated by the Federation's cash and investments within established policies and guidelines, and minimising the adverse effects of currency fluctuations. Other responsibilities include communication of the management. fluctuations. Other responsibilities include supervision of the receipt and disbursement of funds; management of the Federation's Liquidity Fund; maintenance of relations with the Federation's banks and of banking arrangements; supervision of banking relations for field delegations; supervision of external investment managers; development and implementation of a system of cash flow forecas and exposure management; provision of reports as required.

Qualifications: University degree in business or finance or equivalent training, supplemented by a minimum of 5 years experience, 3 of which are in banking or financial management as well as practical experience in foreign exchange and securities trading and in corresponding back-room operations. Familiar with Swiss banking practices. Excellent knowledge of English, good knowledge of French, knowledge of other languages are an adva

The position is based in Geneva. The Federation is an equal opportunity employer. Applications to be sent by 31st of May 1995 to The International Federation of Red Cross and Red Crescent Societies Human Resources Department

P.O. Box 372 1211 Geneva 19, Switzerland. Fax (022) 733 03 95

DERIVATIVE PRODUCTS

Graduate with a good Economics, Engineering, Mathematics or Accountancy Degree

Sumitomo Bank Capital Markets requires recent graduate to join an existing derivative products group, initially as a trainee. Future prospects are excellent for the successful applicant.

Applicants should reply to: Miss Anna Haselden, SBCM Limited, 4th Floor, Temple Court, 11 Queen Victoria Street, LONDON ECAN 4TA

enclosing a detailed CV.

SALES PRODUITS DERIVES ACTIONS CLIENTELE INTERNATIONALE.

Nous sommes une très importante institution bancaire et financière et notre professionnalisme dans le domaine des activités de marchés est largement reconnu.

Dans le cadre du développement rapide de nos activités, nous souhaitons renforcer à Paris notre équipe de vente en intégrant un sales qui interviendra sur toute la palette de produits dérivés actions (convertibles, structurés...) pour le compte d'une clientèle d'investisseurs institutionnels sur une zone géographique définie (Grande-Bretagne, Suisse, Moyen-Orient...).

Vous avez 30 ans environ, vous êtes diplômé de l'enseignement supérieur et vous êtes totalement bilingue français/anglais. Votre expérience de l'ordre de 5 années vous a permis de fidéliser une clientèle d'institutionnels européens ou moyen-orientaux et de développer en toute autonomie une relation de confiance avec vos interlocuteurs. Obligatoirement spécialiste des produits actions, vous étes idéalement familiarisé avec leurs dérivés. Merci d'adresser votre candidature à notre conseil Marc de SOUZA, département banquefinance, Sirca, 20 avenue de l'Opéra, 75001 Paris (France), sous la référence 800,684 FT

SIRCA

ANTICIPER LA RÉUSSITE

Investment Analyst Telecoms

£NEG

CITY

Major international securities house with a highly regarded research department is looking to recruit an additional Analyst to work as part of its Telecoms team. Responsibilities will include detailed company analysis, marketing of the research product to an international client base and support of Corporate Finance/Mergers and Acquisitions activities.

You are likely to be a well qualified graduate, possibly an ACA or an MBA, with City experience and/or industry knowledge. This could have been gained within the industry, for example through strategic planning or business development, as an Analyst, as an industry consultant, or through corporate advisory work. Strong analytical, written and communication skills are essential. You should also be extremely computer literate.

An excellent remuneration package, including full banking benefits will be available for the successful individual.

Interested applicants should forward their Curriculum Vitae to P.O. Box No A5555, Financial Times, One Southwark Bridge, London SE1 9HL.

SENIOR EXECUTIVE -

MARKETING AND MANAGEMENT CENTRALASIA

> company requires a senior executive for Central Asia with 5-10 years' marketing and management experience. Knowledge of Central Asia and its tiractive salary and banefits package. Please send CV to Barbara Nadin. Box A5552, Financial Times, One

Southwurk Bridge, London SE1 9HL

Are you about to graduate?

A large leading firm of U.S. stockbrokers seeks several hungry high-quality trainees. Exciting career prospects in U.S. equity sales with dynamic and successful organisation.

Please write, enclosing full resumé, to: Alan Young, Barkers Human Resources, 30 Farringdon Street, London EC4A 4EA.

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Substantial package

Chase Manhattan Bank is a global leader in the provision of integrated transaction and information services to multi-national corporations. Our product and services capability extends far beyond payments and collections to the delivery of comprehensive solutions covering areas such as exposure, liquidity and investment management. We are successful through a consultative approach to marketing which demonstrates tangible benefits to clients.

.... A nucleus of treasury experts works in parallel with our regional sales arid relationship managers, providing technical advice and guidance, as well as practical assistance throughout the sales cycle.

Chase's consultancy team's strength lies in its hands on' senior level experience of treasury operations in industry and commerce, reinforcing our ability to link cash to international treasury ment. As a result of continuing expansion, we are seeking an sidirional treasury consultant to join this influential team of experts.

A good degree, language skills and an international perspective are the primary qualifications. Around ten years' experience with a major

blue chip multi-national or consultancy will have equipped the right candidate with diverse exposure to international treasury management, taxation, accountancy, IT and systems. Outstanding interpersonal, presentation and delivery skills are core requirements. In short, you will now be prepared for a visible consultancy role which will help shape the way we approach treasury services and establish you as an acknowledged authority.

In addition to the negotiable salary, an attractive benefits package includes car allowance, subsidised mortgage, non-contributory pension, private bealth insurance and performance related bonus.

Send your CV to the HR Resourcing Manager, Chase Manhattan Bank N.A., Woolgate House, Coleman Street, London EC2P 2HD. Please quote ref: DL/15/FT on both your application and envelope. Closing date: 30 June 1995.

CHASE MANHATTAN. PROFIT FROM THE EXPERIENCE





Treasury Management

c.£50,000 + Car + Profit Share

Continuing growth and expansion of our Client, a major household name UK Pic with worldwide operations and a market leader in its sector, has created the need for a pro-active international finance professional or treasury specialist to join its central Group

As Treasury Manager, your primary responsibility will be the provision of Treasury services to the Group's international operating regions, including negotiating the full range of overseas banking services. Your aim will be to optimise group cash resources and minimise the financial risk of unprotected exposure to operating units and the Group; as well as adding value to business operations by providing more general treasury consulting and advisory support as part of the Group's central finance team.

Additionally, as a key member of multidisciplinary project teams, you will be involved in the evaluation and execution of major investment, disposal and refinancing proposals. With the credibility and cultural sensitivity to operate effectively in a truly international

London Based environment, you will interact at a very senior level, both within and

externally to the organisation, and will be required to undertake a certain amount of overseas travel.

You are likely to be a graduate, qualified accountant or MBA, and quite likely to be an ACT/MCT (or, have an interest in becoming a member). You will also possess strong communication and influencing skills, and have exposure to international financing and financial management in a multi-currency environment. This could have been gained via dedicated treasury experience within a corporate, institution or via treasury consulting or, possibly, through a broader regional financial management position. Some linguistic ability, especially in Spanish, or a willingness to learn would be an added bonus.

You should write in confidence, enclosing a resume together with current remuneration details and daytime/evening telephone contact numbers, quoting reference 506/A on both envelope and letter, to the

Chryssaphes Flammiger Associates, Bechtel House, 245 Hammersmith Road, London W6 8DP.

ASSISTANT TREASURER

London c£38,000 + benefits

This major blue chip retail group with an international presence has an opportunity for a highly motivated finance professional looking to develop a career in Corporate Treasury.

The Role

This new appointment offers a wide range of involvement, with the following key responsibilities.

■ Financial control responsibility for treasury operations and the analysis of the underlying financial risks inherent in the Group's financial

■ Evaluation of new financial products and modelling of complex funding and

■ Development of management information systems;

NIGEL HOPKINS

assets, liabilities and flows:

A key member of a small professional team reporting to the management and providing support to other areas of the business. The Person

Main Board on all espects of treasury

A qualified accountant and

qualified ACT (or commitment to studying for the ACT qualification) preferably with two years treasury

■ Outstanding analytical skills:

A team player; ■ Strong inter-personal skills, being a self-starter with a flexible approach.

Salary will not be a limiting factor for the right candidate. Excellent career prospects are available within

Please write enclosing full curriculum vitae quoting ref: 165 to: Nigel Hopkins FCA, London House, 53-54 Haymarket, London SW1Y 4RP Tel: 0171 839 4572 Fax: 0171 925 2336

The National Autistic Society

NW London £35-£40,000 + benefits

The National Autistic Society owns and manages six schools and six adult centres in the UK. In addition to promoting professional and public awareness of the needs of those who live and work with autism, the Society provides training, advisory and information services and maintains and encourages research. The Society has an income of £14m and employs 550 staff.

As a result of the Society's rapid and continuing growth, and in order to allow increased efficiency, there has been a restructuring at the head office. This has led to the opportunity for an experienced and creative finance professional to join the Senior Management Team. Assisted by five staff, you will be responsible for managing all the Society's financial affairs, including those relating to project development, and playing a key role in the Society's strategic development.

This challenging and rewarding role requires a committed, dynamic and energetic team player. You must be a qualified accountant with at least ten years' broad experience gained at management level within a progressive, service led organisation. Although experience in the voluntary sector is not essential, you must have, or rapidly acquire, a clear understanding of the issues currently affecting charities. A strategic thinker, with a practical, commercial approach, you will have excellent interpersonal skills and the ability to build effective working relationships with a wide range of people.

Closing date for applications – 8 June 1995.

To apply please send a CV with salary details quoting ref 1757 to Richard Holland (0171 489 6244). Binder Hamlyn Fry, 20 Old Bailey, London EC4M 7BH.

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Arthur Andersen worldwide organisation

TIME WARNER

CHALLENGING OPPORTUNITIES IN TAXATION

Time Warner Inc. is the world's largest media/entertainment group. With annual revenues in the region \$16 bn it has experienced impressive growth in the 1990s. Its operations in Europe have revenues in excess of \$2.0 bn and continue to expand both organically and by acquisition. The company now has activities in most European countries and is developing a strong presence in Eastern Europe. The European Tax Department currently has four professionals based in Central London and one in Hamburg, its function is to advise local and U.S. management on the tax implications of all business transactions in the region. The Tax Department has now created two additional positions in order to continue to serve the ever increasing needs of the businesses.

EUROPEAN TAX MANAGER

Reporting to the Director of Taxes this position will involve a blend of both tax planning and tax reporting. The geographical remit will also play a major part in reviewing the group wide tax reporting procedures.

The ideal candidate will be a graduate ACA who will have progressed through a Big Six tax department to a managerial capacity. He/she will compliance. have already had exposure to European tax issues and ideally be currently working within a commercial environment. As well as possessing excellent communication skills, the successful candidate must also be prepared to travel to overseas locations on an ad hoc basis.

SEXCELLENT TAX INFORMATION ANALYST

Reporting to the European Tax Manager this position will involve extensive liaison with the Tax Information Systems Department in the U.S. encompass the entire region excluding the U.K. and Germany. The role will involve advising on business acquisitions and disposals, group The role is essentially project based and will involve implementing a system such that information can be extracted from subsidiary company. reorganisations and restructurings as well as working closely with the U.S. Tax Department on reporting issues. The successful individual will accounts and placed into a format which corresponds with the U.S. tax reporting schedules. As well as giving advice and assistance to the tax department on computer related issues it is hoped the individual will be able to assist the U.K. tax team with computations and corporation tax

The ideal candidate will be a graduate accountant who will have gained extensive accounting and taxation computer systems experience-He/she will have a broad knowledge of accounting software as well as possessing excellent interpersonal skills.

To discover more regarding these two exceptional opportunities contact David Burton at Robert Walters Associates on 0171 379 3333 or send a current CV to him at 25 Bedford Street, London WCZE 9HP. (Ex. 0171 915 8714) (Time Warner is an equal opportunities employer).

ROBERT WALTERS ASSOCIATES



SEXCELENT

music & entertainment

Two opportunities within a dynamic international music company committed to significant growth in all markets. It is expanding its existing operations from 16

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excellent

package

Financial Analyst ACA 2-3 yrs PQE

A more dynamic and fluid role than that of a traditional planner, which has been created to provide management with a non regionalised overview of the global music operations. You will need to gain a sound business understanding of all markets, taking primary responsibility for forecasting and planning. Key responsibilities will include:

to 27 countries, with new record companies opening up across Europe, Latin America and Asia Pacific.

- variance analysis and forecasting of worldwide results
- tabel and artist profitability analysis
- competitor and marketshare analysis
- new market entry planning

dyperion Accountant ACA up to 1 yrs PQE

An information gathering and presentation role pulling results in from the territories and producing consolidated month end reports. Hyperion's powerful global consolidation system minimises the routine elements, freeing up time to help develop management reporting, including sales analysis by label and artist release profitability. Key responsibilities include:

- financial consolidations and management reporting
- validation of worldwide financial data
- supporting financial analysis & control
- systems development & maintenance

We are looking for people who set and meet high standards, have a good attitude and enjoy teamwork. The flexibility to share the workload, help with ad hoc projects and adapt to rapid change is crucial. The environment is very professional, hardworking but relaxed and informal. Both roles offer early responsibility and the opportunity to learn and progress within a challenging peer group environment.

farn williams

Please send CV, ref: 0365/6 to recruitment specialists Farn Williams, 1 Benjamin Street, London EC1M 5QL. Tel: + 44 (0) 171 608 1133 Fax + 44 (0) 171 608 1166

GROUP ACCOUNTANT

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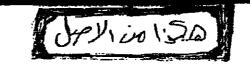
Reporting to the General Manager responsible for the accounting function of a major division with seven operating entities. Liaise with operational management and furnish them with

quality, timely and reliable management information. Key member of the strategic management group providing input to both the planning and development process.

Graduate, qualified Accountant

 First Class technical skills with a hands-on approach Fluency in both French and English. Italian would also be

Please send full CV, stating present salary to Galaxy Management S.A. 27, route de Pré-Bois, P.O. Box 347, 1215 Geneva 15, Atin. Mr. Barry Rothwell



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Financial Analy

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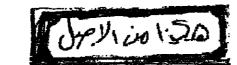
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Constant and treasury riical skills:

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DENNIS

Finance Director

Guildford, Surrey

c£55,000 + car, bonus, options, etc

Dennis Specialist Vehicles has a world-wide reputation as a leading bus and coach chassis and fire engine manufacturer. Turnover and profits have more than doubled in the last 2 years and it continues, through high build quality and product innovation, to work at 120% capacity.

A faird of output is exported, mainly to the Far East, where the company has recently set up the first of a planned series of joint ventures. It is the largest company within the Trinity Holdings Group, which was floated in 1992 @ 120p (current price c350p).

The next Finance Director will be mid/late 30's, a graduate;

qualified accountant, with senior financial and commercial management experience in a light engineering context with a broad supplier base, and familiar with exports, trade financing, and international negotiating.

Clearly, this is an exceptional situation requiring a candidate of outstanding ability and potential. Only those who can fully meet the very demanding criteria should apply to Management Appointments Limited, Finland

House; 56 Haymarket, London SW1Y 4RN.

Telephone: 0171 930 6314. Facsimile: 0171 930 9539. Quoting reference 2521.

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GROUP PROJECT ACCOUNTANT

London

to £45,000 + car

Pearson plc is an international media group with extensive interests in book and newspaper publishing, television, consumer software and theme parks. Based in London, it has a portfolio of marketleading businesses built around famous names such as the Financial Times, Penguin, Madame Tussauds and Thames Television. It had sales of £1.55bn in 1994 and employs around 17,000 worldwide.

Following the promotion of the current incumbent a young accountant is sought to work on a range of strategic projects. The projects will include business and acquisition evaluations as well as investigation of more general corporate finance matters relevant to Pearson. Reporting to the Group Financial Controller, the position provides an ideal introduction to this rapidly developing and highly regarded organisation.

Applicants, ideally aged around 30, should be graduate accountants with corporate finance experience gained in either the profession or commerce. Good analytical, technical and presentational skills are necessary and an MBA qualification is highly desirable.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/140/FT.

LLOYD MANAGEMENT Selection Consultants 125 High Holborn London WC1V 60A 9171-985 3499.

Mars

Financial Analyst - Dubai

HIGH-CALIBRE YOUNG ACCOUNTANT £28-34K (DEPENDING ON EXPERIENCE) + BENEFITS

Effernex is an international marketing and distribution company within Mars, Incorporated, with a continuing mission to develop major new markets around the world for Mars' outstanding portfolio of brands - which include Mars. Galaxy, Snickers, Pedigree, Whiskus, Dolmio

We have been operating from our purposebuilt office in Dubai for eighteen months, strengthening our links with our trading partners in the Middle East. We now have an opportunity for a young, commercially focused accountant to join us.

You will play's major part in developing the finance function to meet the future needs of our expanding operation. Your challenge will be to combine active involvement in financial planning and business reviews with direct responsibility for many areas of financial accounting and control. You must be willing to London SW1Y 4RP. Tel: 0171 925 0177. travel throughout the Middle East, and able to speak and write in both English and Arabic.

The role offers extensive scope to contribute to the ongoing success of a dynamic, leading Middle Eastern business, together with excellent opportunities to progress your career.

Our ideal candidate will have a good degree (preferably UK or USA) plus a professional accounting qualification (ACA/CIMA/ACCA) and around 1-3 years' post-qualification experience with a blue-chip multinational or top accounting firm. In addition, you will back strong commercial awareness with well-developed analytical and communication skills.

Your package will include salary (tax-free), accommodation allowance, medical cover etc. To apply, please write - enclosing your cv and outlining your suitability for this role - to our advising consultant, John Steeds, at Anglo-Arabian Services Ltd, London House, 53/54 Haymarket, Fan: 0171 930 4261. Please quote ref: EFA/FT.



Telecommunications

Highly regarded international telecommunications group. Major player in providing leading edge systems and services to top fixed and mobile network operators. Exponential growth has led to creation of two key financial positions. Opportunity to join dynamic, strategic division and promote financial excellence. Secure, fast paced, open culture with excellent career prospects.

Finance Manager

c.£40,000 + Benefits

Ref: SP2130

THE POSITION

- Provide first class financial information and consolidated reporting of £300m namover strategic business units. Report to Divisional Finance Director Ensure excellent monitoring and budgetary controls. Improve forecasting
- processes and systems Enhance team's skills. Work closely with commercial sectors to achieve business objectives. Contribute substantially to development of department and division.
- Graduate qualified accountant. Probably early to mid 30s. Experience of financial control and reporting in large, dynamic, commercial busine Sound knowledge of systems. Proven staff management skills. Able to
- enhance business performance.
- Structured yet flexible in approach, Excellent presentation skills. Credible at all levels. Ambition to progress

Sector Controller

c.£33,000 + Benefits

Ref: SP2131

THE POSITION

- ◆ Provide full range of financial support to £50m turnover cellular communications business unit. Report to Divisional Finance Director.
- ◆ Influence management on business development. Analyse performance. Build relationships throughout the business.
- Ensure accurate and timely reporting. Develop systems and procedures.
 Contribute to financial control and strategy of division. QUALIFICATIONS
- ◆ Technically strong accountant. Probably early 30s. Excellent financial management and analytical skills.
- Robust yet diplomatic. IT literate. First class communication and presentation
- Highly motivared and ambitious. Commercially minded.

Please send full cv, stating salary, quoting relevant reference, to NBS, 7 Shaftesbury Court, Chalvey Park, Slough SLI 2ER



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Orienthin growth, global focus, a graduate culture and cutting edge products

agulte a special financial skill fining set. Engineering an MBO is a hard act to

follow Managing stakeholders appetites, whethed by increased US sales (up 42%), market leadership in Europe and Asia (over 30% of each) and a world share of nearly 12%, is a tall order. In essence an exceptional requirement and an exceptional prospect... needing an exceptional candidate. You will be a Graduate Chartered Accountant with 5 years relevant autist y

experience, good knowledge of the IT industry, extensive international exposure including the attendant currency/exchange know-how and UR/USA quoted company knowledge (yellow book familiarity aplus). All of this will be underpinned by a strength of systems given that will with sands until it a business that lives and breathes! I. A cando culture based on have done results by a hungry, young vigorous team. The deal is done - now its all about. idelivery...do you want to be the conduit?



COMMERCIAL/ FINANCIAL DIRECTOR Circa £40,000 p.a.

day motorists face more traffic congestion. New construction is an unacceptable solution. But real-time traffic information and advanced thiver communications can increase capacity and reduce frustration. This is the growth sector for Golden River Traffic. its an established manufacturer of traffic surveillance equipment, we seek to recruit a high-calibre commercial/financial director to complete our new management structure, in preparation for significant growth over the next two years, when sales at home and abroad are

expected to double. The new director will be responsible for all aspects of commercial/financial operations. In addition, he or she will be a key member of the

company's Management Team. A qualified accountant, you will preferably have had experience in a high technology manufacturing company in a turn-around situation. You should be able to demonstrate leadership through a period of change. You will be a committeed team-player with the ability to influence and persuade. A pro-active approach to all aspects of your work will be required and whilst not essential, public listing experience would be beneficial.

Golden River is situated one hour from the emskirts of London, a few minutes from Oxford and close to the Cotswolds. Please send your CV with a hand-written letter stating how your experience marches our requirements, to:

Ms M. Bullingham, Personnel Manager, Golden River Traffic Ltd., Bicester OX6 7XT.

Finance Director

South East

c £55,000 + Car + Bonus + Options

Our client is a highly profitable, rapidly expanding, £60 million rumover, UK plc which has international operations in the design, manufacture and marketing of leading edge electronics for worldwide blue-chip customers.

The Finance Director will be responsible for financial management, systems development, corporate finance, international tax and treasury, ensuring that comprehensive control and reporting procedures exist and continue to evolve in all areas of the business.

Additional requirements will be to maintain a strong interface with City analysts, institutional investors and external advisers and to contribute to the company's overall

commercial strategy, maximising the potential for future global expansion.

Candidates, aged 32 to 40, will be graduate qualified accountants who can demonstrate proven senior financial management experience preferably gained in a fast moving, international plc environment. Excellent rechnical and commercial ability combined with outstanding communication skills, strong personal presence, enthusiasm, drive and a hands-on management style are prerequisites. Applicants should forward a comprehensive

curriculum vitae, quoting ref 236328, to Mark Hurley FCMA, Executive Division. Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.

Michael Page Finance Specialists in Financial Recruitment

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Financial Controller

M4/M40 Corridor

£40-45,000 p.a. Plus Car

and Benefits

This is an exceptional opportunity for a Chartered Accountant to develop international experience (Europe and US) within a well-known organisation during a period of considerable change and developme Specifically you will:

Manage the development of common financial control policies, procedures and reporting across Europe and the US to accommodate Group and UK statutory, as well as local legislative, requirements.

 Lead, motivate and develop a large team. Challenge existing processes, and seek positive developments and simplifications thereby improving both efficiency and quality.

• Various ad hoc development projects associated with supporting the

To deal with the wide variety of responsibilities, the geographic spread of your direct reports and the ongoing demand for continuous development and improvement within the Group you must clearly demonstrate: **International Operations**

 A strong technical and disciplined approach with the highest level of integrity. Up-to-date knowledge of and interest in UK legislation (and possibly, although not essentially, US and/or European guidelines). A high level of personal maturity and credibility, able to build relationships at

all levels, within all functions and across international boundaries. A dynamic approach to motivating and developing staff. Additionally you must be prepared to travel with a second European langu being highly desirable.

To explore this opportunity further write to Raren Wilson at Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London, EC4A 1DY enclosing a recent CV and a note of current salary quoting Ref WKW/10075/FT.



£30-35K package



TANZANIA

FINANCE MANAGER

Outstanding opportunity for ambitious professional offering excellent career prospects in a worldwide group.

THE COMPANY

Millicom International Cellular S.A. (MIC) is a leading operator of cellular telephone services worldwide. Through joint ventures MIC currently holds 25 licenses to operate cellular networks in 19 countries with a combined population of 390 million people. The majority of MIC's operations are in emerging markets. MIC Tanzania has been operational since September 1994 and is expected to sustain its rapid development.

- Hands-on management of all day-to-day accounting and financial control, as well as of financial reporting to
- headquarters. Assist the General Manager in the administration and management of the company.
- Responsible for billing and collecting.
- Manage both long and short term treasury activities. Liaise with external professional services and governmental entities.

- Experience in a similar role in a developing country is essential.
- Age 28-40. Professionally qualified accountant.
- Good leadership and communications skills. Dynamic and hands-on personality.

If you wish to apply for this position, please send your CV in strict confidence to:

Mrs. Viveca Van Bladel - Milicom International Cellular S.A. 75, Route de Longwy - L-8080 Bertrange, LUXEMBOURG

Fax: (352) 45 73 52

FINANCIAL CONTROLLER

London

c.£35,000

+ discretionary

bonus + car

management group, our client has grown very maintaining tight cost controls, developing budgets. rapidly since it was set up in this country some five and reporting on performance. years ago. It currently has a turnover around £60m and it is successfully running long-term municipal contracts throughout the UK. Continuing business expansion in other aspects of waste management and the imminent prospect of several new contracts for someone who combines well-developed: have led to an operational role for the present Financial Controller and the need to appoint a highcalibre, commercially astute accountant to succeed

An important member of a small head office team, the successful candidate will work closely with the development opportunities. Finance Director, supporting him on business Please write, in confidence, with full career and initiatives and providing the Board with meaningful salary details, to Paul Carvosso, MSL International close liaison with the Contract Managers, helping to Please quote reference 54558.

The British arm of a major international waste prepare bids and analyse potential contracts.

Candidates, probably aged 28-35, should be qualified accountants or financial MBAs, with at least three years' PQE, preferably gained in an industrial/commercial environment. We are looking management accounting and financial modelling skills, with strong commercial awareness and the ability to relate well to operational managers. For an ambitious individual with initiative and drive this is a challenging and varied role which offers real career

management information. The brief will also entail Limited, 32 Aybrook Street, London W1M 3IL

High Profile Commercial Input

Thames Valley

£28 - 34,000 p.a. Plus Car etc

Genuine day-to-day involvement in a fast moving commercial environment and real business decision making is rare. Both these roles offer just such opportunities.

Commercial Manager

This role will provide commercial support to the Buying and Merchandising Functions and will evaluate the financial performance of key products. Specific responsibilities include:

- Analysis of all sales and purchases with evaluation of margin opportunities and
- Full financial appraisal of product performance.
- Ad hoc projects associated with the development of the business.

You will be a qualified Accountant with 2-4 years post qualification experience plus a background in financial planning and analysis. Additionally you will:

- Be highly commercial and analytical.
- Have excellent communication, interpersonal and presentation skills.
- Be able to take the initiative and investigate areas of opportunity and concern.

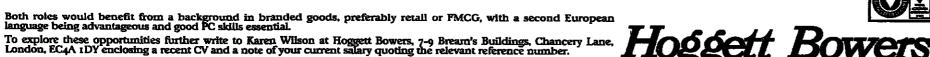
Operations Accountant (UK/Europe)

This position will provide Operations Management with actual results on sales and costs, as well as generate forecasts and overall commercial finance support. Specific responsibilities include:

- Periodic reporting including variance analysis, forecasting and budgeting.
- Financial review of performance and setting of financial targets.
- Assistance in cost initiatives and ad hoc financial analysis.

You will be a qualified Accountant with 1-3 years post qualification experience plus a strong management accounting and financial analysis background. Additionally you will:

- Demonstrate the commercial and personal maturity to work effectively with, and as necessary influence, senior non-financial management.
- Have good analytical, communication and presentation skills.
- Be able to work under pressure to strict deadlines.



EXECUTIVE SEARCH AND SELECTION

FINANCIAL ACCOUNTANT

£Competitive + Package

John Sisk & Son Ltd is a privately owned expanding national building contractor, whose multi-million pound work portfolio ranges from new build and refurbishment projects for clients in the Retail, Leisure, Health, Hotel & Manufacturing sectors. Our quality reputation and strength is founded on a traditional work ethic, combined with advanced management techniques, which has placed us at the forefront of our industry.

Due to the successful growth, and future expansion plans for the company, we are now seeking to recruit a Financial Accountant who can bring stricter controls to the accounting & management functions. The position calls for a pragmatic and tough minded qualified chartered accountant, a self-starter probably aged 26-35. Ideally with a Practice & Construction industry background, the successful candidate will certainly have experience in a senior financial management position, in a medium/large sized company. As part of the senior management team, you will be commercially minded, and will be responsible for all financial reporting. You will possess good communication skills, and enjoy the challenges of working within a dynamic environment where real career opportunities exist for the successful candidate.

Please write with a full CV, including current salary details

Helen Gill, Recruitment Manager, John Sisk & Sou Ltd. Park House, Frogmore St Albans, Herts AL2 2NH.



FINANCE **DIRECTOR**

INTERNATIONAL PROJECT FINANCE

Warwickshire

Circa £65,000 + Car + Benefits + Full Relocation

Our client, CHARLES CHURCH, is a

developed a very distinctive and

improvement in operating profits.

whole group including regular

Commercial involvement with

operational management

 Cashflow forecasting and reporting for external

well-known and highly regarded house

recognisable house style, creating a strong brand image. Turnover in 1994

builder. Over the years the company has

was up 44% to £32m with even greater

Reporting to the Group Finance Director,

the role of Financial Planning Manager is focused on several key areas:

Financial planning and analysis for the

Having already established an international reputation for excellence across a range of capital intensive manufacturing sectors, this international organisation is now pursuing an aggressive marketing strategy to enhance further its profile by targeting a range of projects that require substantial levels of investment on an international basis.

The key feature of this strategy has been the formation of a skilled and capable organisation which has provided the foundation of a new company dedicated to spearheading an innovative and creative approach to project financing.

The appointment of a Director for this position is seen as an important step in enhancing clear financial controls, procedures and disciplines across the business as well as providing an in-depth knowledge and understanding of implementing key initiatives which will need to be put into place. Specifically you will:-

- · Identify and assess major international project financing proposals.
- Source and agree appropriate levels of financing from a variety of institutional and industrial
- Develop key financial and analytical mechanisms for monitoring the on-going profitability of projects and assessing longer term investment return.

With an already established track record in senior financial

management or international project financing gained from within a corporate or institutional environment, you will now be ready to move into one of the most exciting and dynamic business environments and contribute to the undoubted

> it will make. You must be able to demonstrate a clear level of responsibility and authority at Board level and possess superior interpersonal skills which will be key characteristics for this appointment.

successes and achievements that

Interested candidates should write to Charles Austin at Herst Austin Rowley. 30 St. George Street, London W1R 9FA, enclosing a full Curriculum Vitae and quoting reference CA601.

🖁 ROWLEY

HERST AUSTIN

Finance Director

West London

Our client is a highly profitable, £45 million turnover, autonomous subsidiary of a market leading UK plc. As a customer focused, service led business, they have established an excellent reputation in a niche sector and seek further

The Finance Director will be responsible for the entire finance function with particular emphasis on operational financial management, planning, project financing, statutory reporting and the ongoing development of an accounting team. It is essentially a hands-on role, demanding the ability to be equally effective at both routine and strategic levels. The successful candidate will support the Managing Director in

to £50,000 + Car

the formulation and execution of profitable long term strategies for the business.

Candidates, unlikely to be aged less than 40, will be qualified accountants who can demonstrate a broad range of senior level experience gained in a variety of service led environments. Strong technical and commercial ability, excellent managerial, communication and negotiating skills are essential.

Applicants should forward a comprehensive CV, quoting ref 222616 to Mark Hurley FCMA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.

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Specialists in Financial Recruitment istol Windsor St Alberts Leatherhead Bi Nottingham Manchester Leeds Glasgow Edinburgh & Worldwide

FINANCIAL PLANNING MANAGER

Camberley

institutions

CHARLES CHURCH £35,000+Car

Competitor comparative performance

analysis. This will involve considerable exposure to senior management across the company, and provide the opportunity to make a significant contribution to the group's financial performance.

You will be a qualified accountant aged 28-34 with experience of a planning and analysis role in a forceful, demanding environment Sound commercial judgement, attention to detail, flexibility and the capacity to work to tight deadlines will be essential.

To apply, please write with a full cv quoting ref. no. 2124/FT to Wayne Thomas, Wheale Thomas Hodgins Pic, Executive Resourcing, 13 Berkeley Square, Clifton, Bristol BS8 1HG.

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Wednesday & Thursday and in the International edition every Friday

For further information please call:

Andrew Skarzynski on +44 0171 873 4054

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You will have a proven track record with a major firm, hotel and tourism consultancy practice or major hotel group. Knowledge of Arabic would be an advantage but is not mandatory. The compensation package is commensurate with the seniority of the position

offered and will not prove a limiting factor. Opportunities for career advancement in our expanding Middle East practice are outstanding. Please forward a brief CV or phone Helen Whiteman at Arthur Andersen,

1 Surrey Street, London WC2R 2PS on 0171 438 3769.



ARTHUR ANDERSEN & CO. SC

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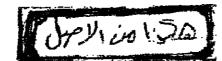
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COMMODITIES AND AGRICULTURE

MARKET REPORT

EDAY JUNE 3

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Copper leads base metals prices higher

prices higher on the London Metal Exchange yesterday but TIN and NICKEL broke away from the pack to race up sharply in late afternoon deal-

Copper broke above key

technical resistance around \$2,845 a tonne for the three months delivery position, triggering stop-pre-set buying orders. The price reached \$2,875 at one point but the rise was capped by commission house selling and profit-taking and by the end of after-hours "kerb" trading three months copper stood at \$2,867, up \$26. As copper was settling back TIN charged higher, ending the day up \$365, or over 6 per cent, at a four-month high of \$6,360. Stop-loss buying orders were triggered at various chartbased resistance levels, fuelling the rally, traders said. But there was good fundamental justification for higher prices

with supplies of high-grade

material still tight. That was

evident in the widening of the

cash premium over the three months price widening from \$67 to more than \$75 a tonne. Traders generally expected LME stocks to continue to decline, possibly pushing nearby spreads even wider. But some noted a fair level of lending (selling cash and buying forward) had emerged, sug-gesting that the tightness should not bite too hard. Nickel rose in tandem with

copper early on before rising sharply with tin during the afternoon. London Commodity Exchange white SUGAR futures turned tail in afternoon

dealings on a perception the earlier buying on news of a sharp rise in the Brazilian export had been overdone. A trader said the Brazilian decision to raise the tax from 2 per cent to 40 per cent indicated future supplies would be tighter; but its affect on supplies might be limited given that analysts had been upgrading output forecasts.

Inco_nickel expansion reports 'premature'

Reports that Inco of Canada planned to increase nickel production at its partly-owned Indonesian subsidiary by 120 per cent by the year 2110 were described by the company yesterday as "premature".

The reports said the expansion at PT Inco, in which Inco has a 58 per cent stake, would cost US\$1bn and raise output to 220m lb a year from the But in a statement issued

yesterday to "clarify" the posi-

tion inco said: "the only expansion currently under way and contemplated for the near term involves a previously announced expansion expected to cost in the area of \$500m which would increase PT Inco's annual capacity from 100m lb to 150m lb by late June

"Over the longer term," it said. "PT Inco sees other potenital expansions the could increase its annual capacity to about 220m lb. . . but it is premature to talk about timing and the potential cost."

Coffee deficit put at 7.5% in 1995-96

German statistics agency F.O. Licht expects 1995-96 world coffee production to fall short of demand by 7m bags (60kg each), reports Reuters from

Ratzeburg.
In a report, Licht said the full effects of last year's frost and drought in Brazil would be felt in the 1995-96 crop year. Initial estimates of Brazil's out-put varied, it said, "but at this stage 16m bags appears to be a realistic forecast". That would compare with an estimated 26m baes this season and 27.2 in 1993-94.

"This points to world production falling to some 85m bags or about 7m bags below global demand," Licht said.

The report warned, however, that said Brazil's stocks of 14.68m bags should not be overlooked, although the Brazilian government had stated they will only become available for export when the 20-day moving average of the International Coffee Organisation's arabica indicator rose above 190 US cents a pound, about 35 cents above the present level.

"The future market trend would seem to depend upon whether producers can afford to adhere to their [supply] retention scheme and whether the Brazilian government stick to their assurance over these stocks," Licht said.

The report sharply reduced estimated world coffee consumption in the current crop

In its second estimate of the world coffee balance, it said it revised its 1994-95 forecast to match production at 91.5m bags from a December forecast of a production deficit of about 1.1m bags.

Licht said the statistical position of coffee had changed sharply in the past six months largely owing to a major revision in consumption estimates. It cut its forecast for consumption from 93.4m bags in December and it production forecast from 92.4m.

CBoT launches trail-blazing maize yield futures

By Laurie Morse in Chicago

The Chicago Board of Trade today opens a new futures contract that will reflect market expectations of the size of the maize crop in Iowa.

The contract is a limited

experiment by the exchange to determine if farmers, crop insurers, grain transportation companies and food processors will use an instrument that allows them to hedge the size, rather than the price, of a par-ticular crop. If the concept is viable, the CBoT intends to offer an extensive menu of regional crop yield insurance futures and options for maize, wheat, and soyabeans.

The crop insurance contracts are a twist on the CBOT's traditional grain and sova futures markets, which for more than

for traders to determine the price of a commodity for delivery sometime in the future. Crop size, or yield, is often a major factor in price expecta-tions, but designers of the lowa Corn [maize] Yield Insurance futures say there is a need for a contract that focuses exclu-

sively on crop size. "Now, with this contract, you can not only hedge price, but also quantity, and quantity times price equals revenue. said Mr Perry Iverson, a product manager for the CBoT. He says that crop re-insurers and any business that deals in large volumes of maize are potential Iowa Corn Yield

Insurance futures traders. Even the contract's promoters admit, however, that the

a century have offered a means take time for the target audi. Insurance Act of 1994 has creence - crop insurers - to understand and use it. The CBoT has been urged to

develop a crop yield deriva-tives contract for the past year by the US Department of Agriculture and other federal agen-cies. With Congress whittling away farm subsidy payments as they write the 1995 farm bill, the government is seeking market-based safety nets for agriculture and agribusiness. Exchange officials say the impetus for the yield contracts actually began last year, when the USDA undertook extensive reforms in the federal programme that gives farmers

"Significant changes in the crop insurance industry precipitated by the Federal Crop

extent of its protections.

ated an even greater need for market-based tools," said Mr Patrick Arbor, the CBoT's chairman. "Over the past several months we have seen overwhelming interest and demand for these contracts."

The Iowa Corn [maize] Yield Insurance futures and options that are launched today will allow traders to bet on what the average harvested yield per acre for the US's biggest cash crop will be this autumn in Iowa, whose farmers are the country's biggest producers of maize.

The futures and options contracts will be settled in US dolcrop insurance, and limited the lars based on the US Department of Agriculture's maize crop production estimates for Iowa in September and Janu-

and January. Price will be \$100 times the estimated yield. Using last year's USDA average Iowa maize yield of 152 bushels an acre, for example, a contract's value at settlement would have been \$15,200.

Traders say this spring's wet weather and delayed maize plantings in the US make this an ideal time for the contract launch. "Once the crop is planted, this contract becomes purely a weather contract." says Mr Peter Leavitt, a meteorologist with Weather Services Inc., a forecasting group that specialises in advising agri-businesses. "This is one of just a few futures contracts that pays off on an actual number fthe USDA vield flaurel, not on where buyers and sellers think

Indian sugar production set to reach all-time high

By Kunal Bose in Calcutta

India, the world's biggest producer of sugar, is set to finish the current season in September with a record output. Latest estimates put 1994-95 production at at least 14.5m tonnes, compared with only 9.83m in 1993-94. The previous best season was 1991-92, when 13.4m tonnes was produced.

The industry had already produced 13.7m tonnes of sugar by the middle of May and many factories are still crushing cane. There have been a sharp rises in Maharashtra, Uttar Pradesh, Tamil Nadu, Karnataka and Andhra Pradesh. Production is down only year and the government fears

in drought-hit Guiarat.

The bumper crop and a liberal release of the commodity by the government (sugar is still a tightly controlled industry in India), have led to a sharp fall in domestic prices. As a result sugar factories are finding it difficult to settle their cane bills. Officials say the mills' outstanding cane dues exceed \$112m.

As the government was earlier under the impression that sugar production would be between 11.5m tonnes and 12m tonnes, it allowed state agencies to import about 400,000 tonnes. Parliamentary elections will be held early next

caused by a repeat of last year's very high sugar prices. But the ruling Congress Party, now faces the wrath of the millions of farmers who are not receiving prompt payment for their cane.

The Indian Sugar Mills Asso-

ciation and the National Federation of Co-operative Sugar Factories have convinced the government that the "crisis spelt by the excess supply of sugar" has to be met by creating a buffer stock of 1m tonnes to 1.5m tonnes, allowing exports and "rolling over the import contracts to later delivery", if not scrapping them.

will be at least 17.6m tonnes. including the carryover stock of 3.1m tonnes. (This, however, does not take into account the 400,000 tonnes that may be imported.) Domestic consumption will not be more than 12.3m tonnes (last year, it was 11.96m tonnes) and as the crushing of cane picks up in the middle of December, the 1995-96 season opening stock

should ideally be 3m tonnes. The balance of 2.3m tonnes will have to be taken care of by building a buffer stock and selling sugar abroad. Payment to the mills for the sugar to be put in the buffer stock can be The total availability of made from the Sugar Develop-

public resentment would be sugar in the current season ment Fund, which has been built up over the years by way of a levy on sugar production. According to industry officials the urgency of sugar exports is the greater because the country is likely to produce 15.5m tonnes during 1995-96. The area under cane has increased by nearly 13 per cent. A normal monsoon has been forecast for 1995. Therefore, we will have another bumper production of sugar next season," they point out. India, which resumed the export of the commodity in 1990-91 after a long break, had

to import 2m tonnes of sugar last year because of the shortfall in domestic production.

Australian group may take 80% of Argentine potash project

By Nikki Tait in Sydney

CRA, the Australian mining group, has signed an option agreement which could see it take an 80 per cent stake in the development of one of the world's biggest potash deposits in Argentina.

The agreement with Potasio Rio Colorado - part of the

Argentine Minera mining company - provides for CRA to contribute financial and technical resources to assess the project over the next 12 to 18 months. If the project is eventually given the go-ahead, the option will allow CRA to acquire an 80 per cent interest. No financial details were pro-

CRA said that the deposit, located near Rio Colorado, contained an identified mineral resource of 59m tonnes of recoverable potassium chloride, used mainly as a fertiliser. The identified resource lies an area of about 20 square kilometres. However, CRA said that "elsewhere in the 380 sq km mining lease, sufficient

drilling exists to infer a much secret of its focus on Australia larger additional resource". CRA has traditionally focussed mainly on developments in Australia and the Asia-Pacific region. Earlier this year, however, Mr Leon Davis, its new chief executive, indi-

cated that the group intended to take a broader approach.

JOTTER PAD

"While CRA has made no

the good opportunities wherever they may be," commented Mr Ian Gould, head of exploration, in a statement yesterday. The project represented "a significant strengthening of commitment to the Argentine mining industry", he added.

Asia and the Pacific, we have also said that we will look at

COMMODITIES PRICES

BASE METALS LONDON METAL EXCHANGE M ALLEMBELIM, 99.7 PURITY & per tonne

	1831-32	1850-52
Previous High√low -	1812.5-13.5 1828	1834.5-35.0 1855/1844
AM Official	1828-28.5	1843-48
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Open lot.	193,208	
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Total delly turnover III TRY (II per tourne) Close Previous High/four AM Official Kerts close Open Int. Total delly turnover III ZINC, special hig Close Previous High/four	9,915 6365-76 6065-75 6180-200 17,661 9,243 h grade (\$ per 1 1028-29 1020-5-21.5	6380/6030 6110-20 6410-20 6410-20 1053-65 1048-47 1053-1050
Total delly turnover III TIN (II per tourne) Close Previous High/low AM Official Ke'n close Open Inc. Total delly turnover III ZINC, special hig Close Previous High/low AM Official	9,915 6365-75 6065-75 6180-200 17,681 9,243 h grade (\$ per 1 1028-29 1020-5-21.5	6380/6030 6110-20 6410-20 bonne)
Total delly turnover III TIN (II por topine) Close Previous High/fow AM Official Kerts close Open Inc. Total delly turnover III ZINC, special hig Close Previous High/fow AM Official Kerts close Open fitt.	9,915 6365-76 6065-75 6180-200 17,651 9,243 h grade (\$ per 1 1028-29 1020-5-21-5 1024-5-25.0 83,800	6360/6030 6360/6030 6110-20 6410-20 1053-65 1046-47 1058-65 1050-61
Total delly turnover III TRY (II per toprie) Close Previous High/four AM Official Kerts close Open Int. Total delly turnover III ZINC, special hig Close Previous High/four AM Official Kerts close Open nitt. Total delly turnover	9,915 6365-76 6065-75 6180-200 17,681 9,243 h grade (\$ per 1 1026-29 1020-5-21-5 1024-5-25.0 83,800 12,261	900-10 6380/6030 6110-20 6410-20 000000 1053-65 1048-47 1058/1050 1050-51 1058-7
Total delly turnover III TIN (II per toure) Close Previous High/low AM Official Ke'n close Open Inc. Total delly turnover III ZINC), special hig Close Previous High/low AM Official Ke'n close Open inc. Total delly turnover III COPPER, grade J	9,915 6365-75 6065-75 6180-200 17,681 9,243 h grade (\$ per 1 1026-29 1020-5-21-5 1024-5-25.0 88,800 12,261 4 \$ per tonne)	6000-10 6380/6030 5110-20 6410-20 6410-20 1053-65 1048-47 1058-1050 1050-51 1058-7
Total delly turnover E. TIN (E per toping) Close Previous High/flow AM Official Kerts close Open fra. Total delly turnover E. ZINC, special hig Close Previous High/flow AM Official Kerts close Open frit. Total delly turnover E. COPPER, grade J. Close	9,915 6365-75 6065-75 6180-200 17,881 9,243 8 grade (\$ per 1 1028-29 1020.5-21.5 1024.5-25.0 83,800 12,261 \$ per tonne) 2891-92	900-10 938/6030 9110-20 6410-20 1053-65 1046-47 1058-050 1050-51 1056-7
Total delly turnover III TIN (II per toping) Close Previous High/frow AM Official Kerts close Open fix. Total delly turnover III ZINC, special hig Close Previous High/frow AM Official Kerts close Open fixt. Total delly turnover III COPPER, grade J Close Previous	9,915 6365-75 6065-75 6180-200 17,681 9,243 h grade (\$ per 1 1028-29 1020.5-21.5 1024-5-25.0 83,900 12,261 4 \$\$ per tonne) 2881-92 2881-82	6000-10 6380/6030 5110-20 6410-20 6410-20 1053-65 1048-47 1058-1050 1050-51 1058-7
Total delly turnover E. TIN (E per toping) Close Previous High/flow AM Official Kerts close Open fra. Total delly turnover E. ZINC, special hig Close Previous High/flow AM Official Kerts close Open frit. Total delly turnover E. COPPER, grade J. Close	9,915 6365-75 6065-75 6180-200 17,881 9,243 8 grade (\$ per 1 1028-29 1020.5-21.5 1024.5-25.0 83,800 12,261 \$ per tonne) 2891-92	6300-10 6380/6030 5110-20 6410-20 6410-20 1053-65 1046-47 1058-1050 1050-51 1058-7
Total delly turnover E. TIN (E per toping) Close Previous Highfour AM Official Kerts close Open fix. Total delly turnover E. ZINC, special hig Close Previous High/low AM Official Kerts close Open fit. Total delly turnover E. COPPER, grade J Close Previous J AM Official Kerts close Previous J AM Official Close Previous J AM Official Kerts close	9,915 6365-75 6065-75 6180-200 17,681 9,243 h grade (\$ per 1 1028-29 1020.5-21.5 1024.5-25.0 83,900 12,261 4 (\$ per 1 2,261 4 (\$ per 1 2,261 2,2	8300-10 6380/6030 5110-20 6410-20 6410-20 1063-65 1048-47 10581050 1050-51 1056-7 2868-70 2868-70 2833-34 2276/2845 -
Total delly turnover III. TIN (II per tocure) Close Previous High/fore AM Official Kers close Open Int. Total delly turnover III ZINC, special hig Close Previous High/fore AM Official Kert close Open int. Total delly turnover III COPPER, grade / Close Previous High/fore AM Official Kert close Open int. Total delly turnover III COPPER, grade / Close Previous AM Official Kert close Open int.	9,915 6365-75 6085-75 6180-200 17,681 8,243 8 grade (\$ per 1 1028-29 1020.5-21.5 1024-5-25.0 83,900 12,261 4 \$ per tonne) 2891-92 2851-52 2880/2579 2878-79	900-10 6380/6030 6110-20 6410-20 1053-65 1046-47 1068-050 1050-51 1058-7
Total delly turnover III. TIN (II per toping) Close Previous High/fow AM Official Kerts close Open fre. Total delly turnover III ZENC, special hig Close Previous High/fow AM Official Kerts close Open int. Total delly turnover III COPPER, grade J Close Previous High/fow AM Official Kerts close Open int. Total delly turnover Close Previous High/fow AM Official Kerts close Open int. Total delly turnover	9,915 6365-75 6005-75 6180-200 17,881 9,243 8 grade (\$ per 1 1028-29 1020.5-21.5 1024.5-25.0 83,800 12,261 4 \$ per toinne) 2881-92 2861-52 2880/2879 2578-79	8000-10 6880/6030 6110-20 6410-20 1053-65 1046-47 1058-7 1050-51 1050-51 1058-7 2888-70 2888-70 2888-8 2854-55 2867-8
Total delly turnover III. TIN (II per topine) Close Previous High/frow AM Official Kerts close Open fix. Total delly turnover III ZINC, special hig Close Previous High/frow AM Official Kerts close Open fix. Total delly turnover III COPPER, grade J Close Previous High/fixer AM Official Kerts close Open fix. Total delly turnover III Copper, grade J Lines AM Official Kerts close Open fix. Total delly turnover III close Open fix. Total delly furnover III close Open fix. Total della	9,915 6365-75 6065-75 6180-200 17,681 9,243 8 grade (\$ per 1 1028-29 1020.5-21.5 1024.5-25.0 83,801 12,261 1\$ per toinne) 2851-52 2850/2879 2878-79 234,163 84,463 84,463	8000-10 6880/6030 6110-20 6410-20 1053-65 1046-47 1058-7 1050-51 1050-51 1058-7 2888-70 2888-70 2888-8 2854-55 2867-8
Total delly turnover III. TIN (II per toping) Close Previous High/fow AM Official Kerts close Open fre. Total delly turnover III ZENC, special hig Close Previous High/fow AM Official Kerts close Open int. Total delly turnover III COPPER, grade J Close Previous High/fow AM Official Kerts close Open int. Total delly turnover Close Previous High/fow AM Official Kerts close Open int. Total delly turnover	9,915 6365-75 6065-75 6180-200 17,681 9,243 8 grade (\$ per 1 1028-29 1020.5-21.5 1024.5-25.0 83,801 1,2,261 1,	6300-10 6380/630 5110-20 6410-20 1053-65 1046-47 10581050 1050-51 1056-7 2868-70 2838-34 2976/2845 - 2854-55

PRECIOUS METALS MILONDON BULLION MARKET Prices supplied by N. M. Rothschild)

HI HIGH GRADE COPPER (COME)

134.90 +2.50 134.90 134.90

41,500 8,074

BolistDoy oz) \$ price € equiv SFr equiv. Clase : 384.10-384.50 Opening 383.70-384.10 383.20 241.797 453.134 383.50 241.377 451.840 384.20-384.60 -382.90-383.30 Previous close 384.00-384.30 Loco Lab Meen Gold Lending Rotes (Vs US\$)

1 month 521 8 months

533.10 663.55 352.80 \$ price 385-88 £. equity. Gold Comi

Precious Metals continued E GOLD COMEX (100 Troy oz.; S/troy oz.) +0.9 388.5 383.8 9.067 7,723 +0.7 388.9 388.5 68,314 28,630 +0.8 391.7 390.3 6,556 52 +0.8 385.5 393.0 18,533 386

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= PL	THUM	NYMEX				
Jei	433.7	+1.1	434.5		10,850	
Oct	435.5	+1.0	435.5	431.5	6,500	124
Jen	438,5	+1.0	438.5	435.0	1,709 727	153
APR .	440.8 443.2	+0.7 +0.5	-	•	135	
JON.	452	.+u.3	-	•	20,041	1,891
		NYM	X (100	Trov o		-
			159.15		295	386
Jen Sep	159,15 160,00	-1.40	164.00		5,980	1,270
Dec	166,00		168.00		410	45
Total	-		166.58		9,885	1,700
SIL	VER COI	MEX (ic	10 Troy	02; C	aris/lio	/ OZ.)
Jae	534.3	+5.6			2	1
, In	536.5	+5.5	541.0	523.5		21,142
Sep	542.0	+5.5	548.0		14,455	1,080
Dec Jan	549.6 531.9	+5.5 +5.5	554,0	221/17	16,536 16	750
	5\$7.1	+5.3	560.0	557.1	10.821	38
Total		-1000			108,441	
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ENIE	RGY					
					n c-	.
E CR	UDE OIL		x (42,00	JU US (_	Derrai)
	Latest	Day's	28. 4	•—	Open	He4
	price	_	-	Low	int To any	Vol
.	18.92 18.79	+0.03	16.97 18.83		75,490 40,071	
Ang Sep	18.66	-0.04	18.71		31.016	8.433
1954 ·	18.85		18.58		17,735	5,294
Hev	18,48	-0.05	18.51	18.31	18,182	656
Dec.	18.41	-0.09	18,45		22,815	3,627
Tetal '				•	330,309	33,506
E CR	UDE OIL	IPE (\$/	pestel)	<u>.</u>		
٠. ٠	Latest				Open	
	•		-	Lew	let 	Voi
	17.61	-0.08	17,75	17 55	-01 K-01	18.482
						10 000
Àig :	17.44	-0.04	17,58	17.39	31,049	10,586
Sep	17.44 17.29	-0.04 -0.07	17,58 17,40	17.39 17.25	31,049 16,400	2,867
Sap Oct	17.44 17.29 17.18	-0.04	17,58 17,40 17,27	17.39 17.25 17.14	31,049 16,400	2,867 1,273 327
Sep Oct Hav Dec	17.44 17.29	-0.04 -0.07 -0.11	17,58 17,40	17.39 17.25	31,049 16,400 15,832	2,867 1,273 327 397
Sep Oct Nov Dec Total	17.44 17.29 17.18 17.18 17.05	-0.04 -0.07 -0.11 -0.02 -0.05	17.58 17.40 17.27 17.18 17.15	17.39 17.25 17.14 17.18 17.01	31,049 16,400 15,932 4,542 12,181	2,867 1,273 327 397 37,868
Sep Oct Nov Dec Total	17.44 17.29 17.16 17.18	-0.04 -0.07 -0.11 -0.02 -0.05	17.58 17.40 17.27 17.18 17.15	17.39 17.25 17.14 17.18 17.01	31,049 16,400 15,932 4,542 12,181	2,867 1,273 327 397 37,868
Sep Oct Nov Dec Total	17.44 17.29 17.16 17.18 17.05	-0.04 -0.07 -0.11 -0.02 -0.05	17.58 17.40 17.27 17.18 17.16	17.39 17.25 17.14 17.18 17.01	31,049 16,400 15,832 4,542 12,181 18.; ¢US	2,867 1,273 327 397 37,868 gals.)
Sap Oct Hov Dec Total	17.44 17.29 17.16 17.18 17.05 ATENG O	-0.04 -0.07 -0.11 -0.02 -0.06 -0.06 -0.06	17.58 17.40 17.27 17.18 17.16 X 42.00	17.39 17.25 17.14 17.18 17.01 0 US gai	31,049 16,400 15,932 4,542 12,181 12,181 Open:	2,857 1,273 327 397 37,868 galls.)
Sep Oct Nov Dec Total	17.44 17.29 17.16 17.18 17.05 ATBNG OI Letest price 48.50	-0.04 -0.07 -0.11 -0.02 -0.06 E. HYME Day's change +0.15	17.58 17.49 17.27 17.18 17.15 X 42.00 High	17.39 17.25 17.14 17.18 17.01 0 US gai	31,049 16,400 15,832 4,542 12,181 8s.; cUS Open: lot 84,205	2,867 1,273 327 397 37,868 gals.) Vol. 20,888
Sep Oct Nov Dec Total a HEA	17.44 17.29 17.16 17.18 17.05 ATBNG OI Letest price 48.50 48.50	-0.04 -0.07 -0.11 -0.02 -0.06 E. #YME Day's change +0.15 +0.10	17.56 17.40 17.27 17.18 17.15 X 42.00 High 49.60 50.00	17.39 17.25 17.14 17.18 17.01 0 US gal 48.90 49.50	31,049 16,400 15,932 4,542 12,181 Sa; CUS Open lat 34,205 14,418	2,867 1,273 327 397 37,868 (pals.) Vol. 20,888 3,141
Sup Oct Hav Dec Total El HEA Jul Jul Aug Sup	17.44 17.29 17.16 17.18 17.05 ATBNG O Lainest price 49.50 49.90 50.65	-0.04 -0.07 -0.11 -0.02 -0.06 -0.06 -0.06 -0.15 +0.10 +0.10	17.56 17.40 17.27 17.18 17.15 17.15 18.60 50.00 50.70	17.39 17.25 17.14 17.18 17.01 0 US gal 48.90 48.50 50.30	31,049 16,400 15,832 4,542 12,181 Sa; cUS Open lot 34,205 14,418 11,540	2,867 1,273 327 397 37,868 gals.) Vol. 20,888 3,141 1,867
Sep Oct Nov Dec Total a HEA	17.44 17.29 17.16 17.18 17.05 ATBNG O Latest price 48.50 49.90 50.65 51.55	-0.04 -0.07 -0.11 -0.02 -0.06 E. #YME Day's change +0.15 +0.10	17.56 17.40 17.27 17.18 17.15 17.15 18.60 50.00 50.00 50.70 51.55	17.39 17.25 17.14 17.18 17.01 0 US gal 48.90 48.50 50.30 51.30	31,049 16,400 15,832 4,542 12,181 12,181 15,; cUS 0pen let 34,205 14,418 11,540 5,453	2,867 1,273 327 387 37,868 gals.) Vol. 20,888 3,141 1,667 806
Sup Oct Nov Dec Total M HE/ Jul Jul Aug Sup Oct	17.44 17.29 17.16 17.18 17.05 ATBNG O Lainest price 49.50 49.90 50.65	-0.04 -0.07 -0.11 -0.02 -0.06 -0.06 -0.06 -0.15 +0.10 +0.10	17.56 17.40 17.27 17.18 17.15 17.15 18.60 50.00 50.70	17.39 17.25 17.14 17.18 17.01 0 US gai 48.90 48.90 50.30 51.30 52.25 52.90	31,049 16,400 15,832 4,542 12,181 0pen lat 34,205 11,540 5,453 5,012 16,119	2,867 1,273 327 397 37,868 gals.) Vol. 20,888 3,141 1,867
Sup Oct Hav Dec Total El HEA Jul Jul Aug Sup	17.44 17.29 17.16 17.18 17.05 ATBNG O Letest price 48.60 48.90 50.65 51.55 52.25	-0.04 -0.07 -0.11 -0.02 -0.06 B. #YME Day's change +0.15 +0.10 +0.10	17.56 17.40 17.27 17.18 17.15 17.15 17.15 18.00 50.00 50.70 51.55 52.25	17.39 17.25 17.14 17.18 17.01 0 US gai 48.90 48.90 50.30 51.30 52.25 52.90	31,049 16,400 15,832 4,542 12,181 0pen lat 34,205 11,540 5,453 5,012 16,119	2,867 1,273 397 397 37,868 (pals.) Vol. 20,888 3,141 1,697 806 225
Sup Oct Nov Dec Total an HEA Jul Aug Sup Oct Hear Total	17.44 17.29 17.16 17.18 17.05 ATBNG O Letest price 48.60 48.90 50.65 51.55 52.25	-0.04 -0.07 -0.11 -0.02 -0.06 -0.06 -0.15 +0.10 +0.10 +0.15	17.56 17.40 17.27 17.18 17.15 X 42.00 80.00 50.70 51.55 52.25 53.15	17.39 17.25 17.14 17.18 17.01 0 US gai 48.90 48.90 50.30 51.30 52.25 52.90	31,049 16,400 15,832 4,542 12,181 0pen lat 34,205 11,540 5,453 5,012 16,119	2,867 1,273 327 327,868 galls.) Vol. 20,888 3,141 1,867 806 225 1,827
Sup Oct Nov Dec Total an HEA Jul Aug Sup Oct Hear Total	17.44 17.29 17.18 17.05 17.05 17.05 17.05 17.05 17.05 48.90 48.90 50.65 51.25 52.25 53.10	-0.04 -0.07 -0.11 -0.02 -0.06 B. MYME +0.15 +0.10 +0.10 +0.15	17.56 17.40 17.27 17.18 17.15 X 42.00 80.00 50.70 51.55 52.25 53.15	17.39 17.25 17.14 17.18 17.01 0 US gai 48.90 48.90 50.30 51.30 52.25 52.90	31,049 16,400 15,932 4,542 12,181 Ss.; cUS Open let 34,203 14,418 11,540 5,453 5,012 16,119 112,714	2,867 1,273 327 327,868 galls.) Vol. 20,888 3,141 1,867 806 225 1,827
Sup Oct Nov Dec Total M HE Aug Sup Oct Nov Total	17.44 17.29 17.18 17.15 17.05 ATENG O Letest price 48.50 48.90 50.65 51.55 52.25 52.25 53.10	-0.04 -0.07 -0.11 -0.02 -0.06 -0.06 -0.15 +0.10 +0.10 +0.15	17.56 17.40 17.27 17.18 17.15 X 42.00 49.60 50.70 51.55 52.25 53.15	17.39 17.25 17.14 17.18 17.01 0 US gai 48.90 48.90 50.30 51.30 52.25 52.90	31,049 16,400 15,832 4,542 12,181 0pen lat 34,205 11,540 5,453 5,012 16,119	2,867 1,273 327 327,868 galls.) Vol. 20,888 3,141 1,867 806 225 1,827

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٠.	14	•	1,723	+0.005	1,735			13,555
:	Aug '		1.786	0.002	.1.804		19,151	7,384
	Sep		1,820	-0.006	1,840	1,818	17,053	2,393
٠.	. Det		1.845	•	1,855	1.841	13,084	1,568
	lior	٠.		+0.008	1,930	1,925	8,063	387
	Dac			+0.006	2000	1.98\$	14,732	1,623
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				GASO				
٠.	. 147	ΠĐ	(42,00	: US geds	្សាសិទ្ធ	, (1886)		
			I adams	Da/s			Üben	
: -					-	LOW	het.	Vol
			MICS.	قويعدان	进曲			
:	40	•	59.70	-0.34	60,05	59.25	37,077	
			57.75	-0.28	57.95	57.45	15,008	6,164
	A 100							
	AUG San				58.80	58.20	5,046	1,153
<u>:</u>	AOS Sap Oct	į.	56.45 54.40		56.80 56.00	58.20 86.50	5,046 2,812	1,153 667 256

- 53.80 53.70 2.835 181

GRAINS AND OIL SEEDS WHEAT LCE (£ per tonne) 128.25 +0.50 128.50 127.25 108.00 -0.30 108.25 108.00 109.60 +0.20 109.65 108.10 111.50 +0.15 111.50 111.20 114.50 -0.60 115.00 114.50 212 IN WHEAT CST (5,000bu min; cents/60fb bushel) +9/0 383/4 375/4 40,396 8,804 +9/0 399/4 381/0 15,508 3,815 +9/0 402/4 394/4 22,000 3,578 +8/0 405/4 393/4 1,554 74 +7/0 389/0 383/4 17 +4/0 358/0 355/0 237 20

MAZZE CST (5,000 bu min; cents/56tb bushel) +3/2 269/6 269/0 133,165 19,305 +3/6 275/6 273/6 42,551 3,490 +4/2 269/0 277/0 197.529 26,589 +4/0 255/0 252/2 20,804 1,032 +4/4 257/4 265/0 4,149 268 +4/0 258/4 268/2 10,57/8 421 BARLEY LCE (£ per tonne) 108.05 -0.10 108.05 108.00 107.90 -0.10 -110.00 - 110.00 108.75 107.90 -0.10 - 110.00 109.75 111.50 -0.75 111.50 111.50 -53

M SOYABEANS CST (5,090bu min; cants/90b bushe) \$88/2 +7/4 590/0 584/0 55,705 18,958 593/2 +7/2 595/0 590/0 17,312 1,113 588/4 7/6 600/4 594/4 6,597 884 607/2 +7/6 695/6 603/0 49,352 10,090 615/0 +7/6 616/0 611/4 4,410 330 622/0 +8/0 622/4 618/4 1,273 63 1139/47 31,813 W SOYABEAN OIL CET (80,000lbs: cents/b) 28.06 +0.30 26.20 25.85 26.699 8.335 25.99 +0.26 28.14 25.82 11,445 2,551 25.95 +0.23 26.08 25.80 8,800 1,264 25.89 +0.22 26.04 25.80 5,942 23. 25.87 +0.21 26.02 25.78 16,822 3,390 25.87 +0.21 26.00 25.75 1,027 234 27.294 17,428 SOYABEAN MEAL CET (100 tons; \$/ton) 173.3 +2.1 173.7 171.0 28,249 14,789 175.3 +4.5 175.8 173.0 12,048 2,432 177.2 +3.5 177.5 175.0 9,688 1,137 179.1 +3.8 179.2 177.5 9,699 830 182.3 +3.5 182.8 180.0 15,307 2,294 183.2 +3.4 183.7 181.5 1,313 90

POTATOES LCE (E/tonne) 155.00 -1.00 157.75 155.00 21,776 152.75 +1.00 154.00 152.25 22,839 152.50 +0.75 153.50 152.00 17.291 154.00 +0.75 154.75 153.50 7,750 158.80 +0.50 157.25 158.25 4,601 158.25 +0.50 158.50 157.75 3,403 MATURAL GAS MMEX (10,000 mm8ks; S/mm8ks)

> Weel Auction prices were erratic in Australia this week. The overall market was affected by heavy withdrawais and concentrated demand-for limited offerings of some middle micron estagoriss. The indicator closed at 823 cents a 16g, from 821 a week before. New Zealand estad more sharply with farmers withdrawing 43% of the offerings at Napier, mainly of carpet wold. The market indicator there was 40 cents lower than a week 850 at 549 cents. The cents lower than a week ago at 549 cents. The static or easier wool market is being related to and-of-season factors, the approach of holi-

SOFTS

E COCOA LCE (E/tonne +6 975 966 28,725 3,937 +8 982 986 23,255 2,086 +8 1010 1007 21,248 806 +7 1031 1026 28,502 774 +8 1042 1042 6,426 35 - 2,309 -E COCOA CSCE (10 tonnes: S/tonnes) 1422 1450 E COCOA (ICCO) (SDR's/tonne) +64 2894 2916 17.146 2.714 +46 2855 2786 13.985 2.557 +55 2841 2787 2.593 148 +53 2838 2838 508 4 +54 - 422 -2877 2829 2838 2833 2829

■ COFFEE 'C' CSCE (37,500lbs; cents/lbs) 158.65 +4.80 159.75 154.75 18.265 5.960 161.50 +4.70 182.00 157.80 112.44 1883 182.15 4.85 184.50 162.25 5.114 108 182.15 4.85 184.80 168.25 5.114 108 188.50 164.50 2.244 82 168.15 +4.85 168.50 164.50 167.00 +4.65 167.00 168.00 37,107 8,057 COFFEE (ICO) (US cents/pound)

WHITE SUGAR LCE (\$/tonive) 354.3 +4.0 358.0 348.0 11,534 1,825 300.3 -0.7 308.0 238.7 5,996 712 287.3 -1.4 291.5 295.0 2,663 104 284.5 -2.5 287.8 285.5 2,449 17 288.0 -2.0 - 372 -287.5 -1.7 - 199 -SUGAR "11" CSCE (112,000lbs; cents/lbs) 125,595 33,440 M COTTON NYCE (50,000lbs; cents/lbs) 112.36 +2.69 112.75 108.80 15,908 1,932 83.20 +1.35 85.85 82.35 9,453 1,939 79.23 +1.90 79.55 77.70 30.576 11,783 83.40 +1.77 80.80 79.02 10,548 1,766 80.90 +1.55 81.40 79.85 3,730 532 81.10 +1.37 81.40 80.30 1,829 584 72,591 18,592

TORANGE JUICE NYCE (15,000ths; certis/fbs) -1.75 110.00 108.50 2.673 225 -1.50 112.50 111.85 798 48 -0.55 - 426 7

VOLUME DATA Open interest and Volume deta shown for contracts traded on COMEX, NYMEX, CBT, NYCE, CME, CSCE and IPE Crude Oil are one

INDICES ■ REUTERS (Base: 18/9/31=100) E CRB Futures (Base: 1967-100) May 30 month ago 232.76 238.68 MEAT AND INTERTORN

MEAT AND LIVESTOCK								
R LIVE CATTLE CME (40,000/bs; cents/lbs)								
	Seff	Day's			Орея			
	price	change	High	Low	int	Yel		
Jeen.	61.950	+0.825	62.000	61.076	20,278	6,102		
Ang	60.575	+0.875	60.750	59,800	17,509	4,089		
Oct	62,500	+0.450	\$2,775	62,150	13,268	1,708		
Dec	63.450	+0.200	\$3.625	63.275	5,132	621		
Feb	B4.025	+0.075	64,300	63.975	3,477	222		
Apr	64,950	+0.100	85.175	64,625	1,853	66		
Total					81,582	12,837		
	E HOGS	CME (40,000H	e; cent	3/Ebe)			
Jun	43.775	-0.150	44,350	43,650	5,097	2,173		
Ang	43.775	-0.200	44.350	43.725	7,087	3,063		
0cz	41.375	-0.300	41.850	41.300	6,039	1,342		
Dec	42,600	-0.150	42.875	42.550	5,056	345		
Feb	43.425	-	43.B00	43,425	1,947	382		
Apr	42.850	-0.100	43.000	42.850	859	78		
Total					26,729	7,511		
E PO	K BELL	JES CA	Æ (40,)(O)(bs;	cents/lo	8)		
Jel	35.725	-1.150	37.760	35.550	4,402	1,274		
Aug	34,750	-1.050	36.600	34,700	2,435	820		
Feb	49.400	-0.425	50.400	49,000	288	89		
200	48.200	-0.650	48,200	48.200	32	3		
May	49,100	-0.700	49.100	49.100	4	7		

LONDON TRADED OPTIONS

100 86 73

LONDON SPOT MARKETS # CRUDE Off. FOB (per barret/Jul)

S OF PRODUCTS NWE prompt delivery CIF (tonns) \$157-159 \$94-96 \$191-193 \$170-173 ■ OTHER

\$158.25 Copper (US prod.) Lead (US prod.) Tin (Kusia Lumpur) Tin (New York) 14.60m 310.50e 123.07p Cattle (five weight)†
Sheep five weight)† 94.26p Pigs (live weight)† Lon. day sugar (raw) \$351.3 Lon. day sugar (wite Tate & Lyte export \$401.0 Barley (Eng. feed) Matze (US No3 Yellow) Wheat (US Dark North) 110.00p Rubber (Jul)♥ 119.00p 404.0m Pubber (Aud) 9 Coconut Oil (Phil)§ \$840.0v +5.0

E per torme unless otherwise stated, p pencerky, a cents/fb r ringgithg, m Malaysian cents/fig. is May/Jun w Jun, z Jul y Jun/Jul, q May W London Physical, S CE Rotterdem. § Bullion market close. 4 Sheep (Julius weight prices). Change on week † Prices are for previous day.

7.170 2.178

212 158 115 SE COPPER (Grade A) LME 2800 2900 3000 E COFFEE LCE 1000 1750 ..

\$17.65-7.672 +0.180 \$18.86-8.882 +0.240

Gold (per troy oz) \$
Silver (per troy oz) \$
Pletinum (per troy oz.)
Patiadium (per troy oz.) +17.00

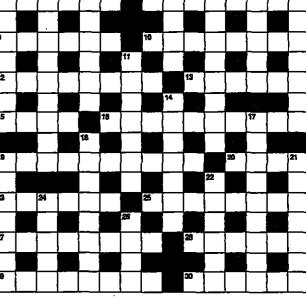
Cotton Outlook B' Index

416.0u

+4.0

CROSSWORD

No.8,777 Set by DANTE



ACROSS 1 Instant support (6) 4 Angelic turn of phrase I'm

rounding off (8)

9 A portion for each (6) Launching of report on 11 Musical instrument carried cricks taids (5.3) 12 Remove portable meals (4,4) 13 Make ball go round like a sphere (6)

time (10) how (3)

19 Much better, so enjoying 19 Great service I have rendered greater popularity (4,4.2) (7)
20 Burden of love to star making 21 Obvious way to get round the 23 Withdraw a direction to sur-

by a one-track mind? (8)

27 Hint for suffering ennui – nod

26 Turn over at leisure (4) 28 The case for the receiver (6) 29 Threaten to put a stop to bad

temper (8) 30 Centre rebuilt in modern

1 Fight and beat a tough guy (7) 2 Sportsman who could be out

for a run (9) 3 Drink specially made for the

5 They may be found in a creel, squirming (4) when in trouble (8)

7 Body odour in a hospital doctor may produce highly explo-sive reaction (1-4) 8 It will keep one warm and

by soldiers (7) 14 Almost tropical variety of fruit (7) 17 Tease by putting salt in tea 15 Legal tender in the bar (4)
16 Entrant in race out to crop 18 Stick or bond with give some-

foreigner (7) 22 Bill is alone without comfort 25 Transporting system invented 24 Punished for disrupting a

GIANTESS ACCEPT
O S U H H M R
BEHOLDER DANUBE
A K I A B R L A
CLEOPATRA ASSET
K Y H L C I II
ACHE LETDOWN
M M A E N G
ALARMED BARII
N T E A A G S
DREAM LANDSCAPE
R L B U A L O F
AVOCET INTAGLIO
K I R A S E O
ERSATZ ASPRODEL

INTERNATIONAL CAPITAL MARKETS

Three dollar FRNs dominate day

The market was dominated yesterday by three US dollar denominated floating-rate note issues totalling \$650m. Citicorp issued \$250m of FRNs via Lehman Brothers, paying a coupon of three-

points, and yielding 15% basis points over Libor at the 99.99 re-offer price, though that

INTERNATIONAL **BONDS**

spread widened to around 18 basis points over. Cariverona, Italy's secondlargest savings bank, issued \$200m of floaters via Swiss Bank Corporation, paying a coupon of Libor plus 1 and yielding 19.2 basis points at the

99.98 re-offer; that spread wid-

ened to around 23 basis points.

Lastly, Bankers Trust New

York launched \$200m of five-

year FRNs paying a coupon of 20 basis points over three-month Libor, at the re-offer price of 99.91 the paper yields 22 basis points over Libor, but lead manager PaineWebber said it was offered at 24 basis points late in the day. Some dealers expressed cau-

tion over Moody's recent deci-sion to place Bankers Trust on watchlist with negative implications. "I don't think the pricing is giving investors enough compensation for a possible But according to Mr David Munves, head of credit outlook for Bankers Trust is improving, helped by stringent cost cutting plans. "They are a long-term player, highly diver-sified and have a lot of capital.

But [they operate in] a chang-ing business and the watch

action reflects some concerns

on how they'll adapt to the

changing nature of the deriva-

	NEW II	NTER	OITAN	NAL B	OND	ISSUES	
Borrower	Amount m.	Coupon %	Price	Maturity	Foes %	Spread bp	Book runner
US DOLLARS Citicorp(e)t Bankers Trust NY Corp.(b)t Cariveronst Benco itamarati, Cayman(c)	250 200 200 50	(s1) (b1) (c) 10.00s	99,995R 99,915R 99,96R 99,972R	Sep.2000 Jun.2000 Jul.2000 Jun.1996	0.175R 0.175R 0.20R 0.85R	- 125(T-bB)	Lehman Brothers Intl. PaineWebber Intl.(UK) Swiss Bank Corp. JP Morgan Securities
YEN Nordic Investment Bank+	30bn	2.50	100-25R	Jun.2002	0.30Fl		LTCB International
D-MARKS DSL Phance	500	6.00	99.90R	Jun.2000	0.25R	+26(6½%-00)	Memili Lynich Bank
GUILDERS KIW International Finance	250	6.625	99.725R	Jul.2003	0.30R	+17%(5%%-03	i) Rabobank Nederland
LLOCEMBOURG FRANCS Oresundsforbindelsen(e)	2bn	7.00	102.75	Sep.2002	1.875		B/L
							· · · · · · · · · · · · · · · · · · ·

Final terms, non-callable unless stated. Yield spread (over relevant government bond) at launch supplied by lead manager. #Linifeted. ‡ Floating-mate note. 4Semi-annual coupon. R: fixed re-offer price; fees shown at re-offer level. a) Callable on coupon dates from Jun.98 at par. bi) 3-mth Libor +15bp. b) Callable on coupon dates from Jun.98 at par. bi) 3-mth Libor +20bp...c) 3-mth Libor +3/6. d) Parent bank faunched separate \$20m deel with identical terms. e) Long 1st coupon.

All three issues were said to inventory - this is a very liqhave met with strong demand uid market and, if anything, from financial institutions, our problem is to find enough especially in Japan. Strong demand for dollar

product to fill the demand." Germany's DSL Finance, the floaters means the threat of financing subsidiary of governoversupply in the sector is ment-owned DSL Bank, issued DM500m of five-year 6 per cent slim, said another dealer. "We are not building up much

speculation that the central

bank might move to relax mon-

they still expected German

interest rates to fall once again

in the current economic cycle.

The June bund futures con-

tract on Liffe was 0.33 point

higher at 95.53 in late trading.

year deals issued this week it was largely arbitrage-driven, although lead manager Merrill Lynch reported strong demand, especially in east Asia. The deal was sold through a selling group, with Merrill expected to place more than 80 per cent of

Manufacturing figures spark US upturn

and Graham Bowley In London Figures suggesting a decline in manufacturing activity helped US Treasuries recover from early losses yesterday morning. By midday the benchmark 30-year Treasury was up ≗ at 112# to yield 6.620 per cent. At the short end, the two-year

GOVERNMENT BONDS

note rose ≟ at 100½ to yield

5.755 per cent. Treasuries started the day mostly lower, on the heels of bearish sessions in Tokyo and London, but rebounded after the release of figures from the National Association of Purchasing Management. The NAPM put its index of business activity at 46.1 per cent for May - its lowest since May showed 0.3 per cent increases, evidence of a slowing economy.

9 05 11.95 7.27 8.82 7.92 8.86 9.84 4.74 8.60

1991. Anything below 50 per in line with expectations. cent is considered a sign of decreasing factory activity.

Investors paid increasing attention to economic data this week, as they looked for clues about what today's employment figures would tell. On Wednesday, the market rally stumbled because a downward revision in the inventory component of the gross domestic product data suggested the sec-ond quarter might not be as weak as many had come to

Other figures released yesterday were mixed, but they had less impact on the market because they were April data. Factory orders fell 1.9 per cent in April. But while it was the third straight monthly drop. analysts had forecast a decline closer to 2.2 per cent.

Bonds drew some support from a stronger dollar, which continued to gain after Thursday's intervention by G10 cen-tral banks. Near midday the US currency was changing hands for Y85.03 and DML4195, compared with Y84.50 and DM1.4143 late Wednesday.

■ US Treasuries led European markets sharply higher yesterday after US data pointed to a continued slowdown in the US economy.

All bond markets rallied, with shorter-dated bonds showing particular strength as optimism spread that the US authorities may begin to cut interest rates soon.

US jobless figures, at their highest level since January 1994, weak factory goods data, Figures on April personal and a low purchasing manag-income and consumption both ers' index were all taken as

This is still very much a US 📕 The UK government bond market rose in line with Treaphenomenon, although it is underpinned by signs, in Gersuries. A weak UK purchasing many and the UK, of a Euro-pean slowdown," said Mr George Magnus, international managers' index, pointing to weaker activity, provided a domestic push to the market. economist at S.G. Warburg in In late trading the long gilt

■ German government bonds rallied, with the yield on the 10-year benchmark bund falling to 6.61 per cent. The Bundesbank left

The Spanish market rallied. short-term interest rates unchanged at its regular counin spite of rumours that the cil meeting in spite of intense Bank of Spain might lift its etary policy. Nevertheless, traders said

repo rate today.

The Belgian government bond market rallied particularly strongly, with the 10-year yield spread over bunds falling to 70 basis points. "It looks very likely that we

Up to 5 years (23)

5-15 years (21) Over 15 years (9)

Up to 5 years (2) 7 Over 5 years (11) 8 All stocks (13)

future on Liffe was up 11 point ■ The Italian market moved ahead, with the June futures contract on Liffe up 0.74 point at 100.91 in late trading.

will see a move downwards in Belgian rates soon," said Mr Keith Edmonds at IBJ International in London.

FT-ACTUARIES FIXED INTEREST INDICES

122.04

146.45 166.16 188.43

Day's Wed change % May 31

121.77

145.65

+0.23 +0.55 +0.70 +0.25 +0.47

+0.13 +0.18 +0.18

Australia strongest performer in May

By Conner Middelmann

All government bond markets posted positive total returns in May, as investor expectations of the direction of interest rates shifted in response to evidence of an economic slow-

According to J.P. Morgan's monthly government bond index monitor, Australia was the strongest performer in May with a local currency

return of 4.74 per cent. The Japanese market posted the month's second-strongest performance, returning 4.07 per cent in local currency terms. Domestic investors supported the market as a strong yen and bearish economic news led them away from risks in the stock market and foreign assets, J.P. Morgan

Japan is the leader for the year to date, having posted a total return of 12.3 per cent in the first five months of the

In the UK, a downwardly revised first-quarter gross domestic product estimate caused investors who had been expecting a base rate rise to expect a holding pattern in interest rates. The UK index returned 3.73 per cent in local currency terms. Ireland, which often tracks the UK market, had a return of 3.52 per cent.

The US bond market posted a return of 3.72 per cent as investors began to consider the possibility of rate cuts in response to data indicating slower economic growth. The US 30-year bond yield fell by 67 basis points in May. Belgium and the Nether-

lands continued to outperform the German bond market in May, with local currency returns of 3.43 per cent and 2.81 per cent; Germany was up 2.43 per cent.

2.23

4.27 5 yrs 5.44 15 yrs 5.03 20 yrs 6.36 kred.† 4.99

Isma launches settlement code By Richard Lapper in Lieber

By Richard Lapper in Lisbon

Moves to streamline the reporting and settlements of trades in the eurobond market trades in the eurobond market were announced yesterday at the annual conference of the annual co Association in Lisbon.

The measures coincided with the long expected introduction of an industry agreement – known as T+3 – to settle all trades in eurobond convertibles and some other international securities within three business days, rather than seven calender days as at present.

The accord, agreed at last year's Isma conference, brings practices in the euromarket closer to those in principal government bond markets where most trades are settled either within one or two days
- and should help reduce so-called "settlement risk".

Mr John Langton, chief executive of Isma, said the organi-sation was "confident that the shortened settlement period will reduce systemic market and counter-party risk without damaging liquidity".

The measures largely con-cern Trax, the cross-border trade confirmation and risk management system introduced by Isma in 1989. Trax will now include additional settlement information - including details of net settlement amount, principal and counterparty clearer - which can be matched at the same time as basic trade details. The changes follow an Isma survey which found that a high percentage of failed trades were due to discrepancies in settle-

ment details. Isma said that delays arising from such discrepancies will become critical as the market moves to accelerate settlement. "The enhancement of Trax will be fundamental in ensuring that any potential problem trades are quickly identified

7.74

6.34

Jun 1 May 31 Yr. ago

and resolved", said Mr Roy Lambert, managing director In addition together with Euroclear (the European clearing house owned by a country

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WANTE CROSS RATES

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90 computer system The agreement will enable details of trades entered into Trax's computer software to be transferred automobile. transferred automatically to the Euclid software. Users who have traditionally entered information manually into both systems will now only have to input details of trades once, reducing the risk of errors which could cause trades to fail.

However, the link does not extend to Cedel, Euroclear's rival clearing house which is also owned by a consortium of banks. Cedel has opted not to

Mr Langton said many of the obstacles which had originally inhibited the introduction of a shorter settlement period had now been overcome. In particu lar, he pointed to credit lines being made available to traders by both Euroclear and Cedel and to the worldwide growth of repo markets, which allow traders to borrow and lend

securities. He also downplayed potential opposition to shorter settlement from small Beneluxbased brokerages who deal with retail investors. Isma had initially favoured the introduction of two-day settlement but had opted for the longer period in order to accommodate potential problems arising from trading across time zones and in more than 40 different currencies.

However, he predicted that the settlement period would gradually be reduced, forecast ing the adoption of a T+2 "within the next six to seven years . . I don't believe that T+3 is sustainable in the years to come and it will be reduced".

7.71

Jun 1 May 31 Yr. ago

May 31 Yr. ago Jun 1 May 31 Yr. ago Jun 1 May 31 Yr. ago

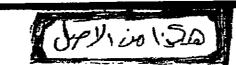
8.51

7.86 7.75 7.89 7.97 7.90 7.98

WORLD BON	ID PRIC	ES		y b b										
BENCHMARK	GOVER	NMEN	T BO	NDS			E BUND	FUTURES	OPTIONS (L	JFFE) DM2	50,000 poir	nts of 1009	6	
	Coupon	Red Date	Price	Day's change	Wee Yield ago		Ştrike Price	Jui	CAI		Dec Ji	ul Aug	PUTS	Dec
Australia	7.500		90.4600		8.95 8.77	9.84	9450	0.73	0.98	1. 1 5 1	<i>2</i> 2 0.3	2 0.57	0.74	1.36
Austria Balgium				-0.320 +0.370	6.96 7.01 7.31 7.38		9500 9650	0.45 0.26			.01 0.5 1.83 0.8			1.65 1.97
Canada ' Denmark				+0.500 +0.060	8.07 8.20 8.11 8.08		Est. vol. to	tai, Calls 950	1 Puis 9404.	Previous de	y'a open int.,	Colls 12132	5 Purs 9088	5
France BTAN	7.750	04/00 10	02.9300	+0.060	6.97 6.99	7.38	italy							
Germany Bund	6.875	05/05 10	01.8900	+0.290 +0.300	7.41 7.41 6.61 6.71	7.09		WAL ITALI			P) FUTURE	\$		
ireland Italy				+0.200 +0.540 1	8.32 8.31 1.88† 11.93		(111111)	Cina 200m Open	Sett price	100% Change	Ulah	Low	Ent and	<u> </u>
Japan No 119 No 174	4.800	06/99 11		+0.078 -0.590	2.06 2.52 2.80 2.97	2.59	Jun	100.17	100.75	+0.58	High 100.97	100.03	Est. vol 43798	Open int. 31616
Netherlands	7.000	08/05 10	71.7600	+0.160	6.75 6.79	7.16	Sep	99.90	100.34	+0.59	100,57	99.70	8074	10346
Portugal Spein	18.000	02/05 9	31.5300	+0.590	11.93 11.79 11.45 11.28	12.04		IN GOVT. B	<u></u> -		OPTIONS ((UFFE) Lina		hs of 100%
Sweden UK Gilts		02/05 7 08/99		+0.100 +17/32	10.52 10.70 7.52 7.58		Strike Price		——— CAL Sep	Dec	;	Şep	PUTS ~	Dec
			104-08 109-08	+5/32 +25/32	7.90 7.87 7.87 7.93		10000 10050		2.25 1.98	2.74 2.52		1.91 2.14		3.40 9.68
US Treasury *	6.500	05/05	102-00	+22/32	6.23 6.39	7.02	10100	1	1.73	2.31		2.39		3.97
ECU (French Gavt)				+29/32 +0.280	6.62 6.74 7.71 7.77		Est. vol. to	tal, Calls 3182	2 Puts 943. P	revious day	a open int., C	Cells 17186 I	Punta 12011	
London closing, "New Yo † Gross photoching within					Telicis: Local ma edel	ulest standard.	Spain							
Prices: US, UK in 32nds,			. payare e	,		S International	■ NOTIO	MAL SPAN		TURES	(MEFF)			
US INTEREST	RATES	;					Jun	Open 85.50	Sett price 86.22	Change +0.51	Hīgh 86.32	Low 85.33	Est vol	Open int.
Lunchtime			Treasury	BBBs and B	and Yields		Sep	85.45	86.10	+0.60	85.92	85.20	66,433 862	45,670 1,982
Prime rate		monii:		5.59 Two	762	5.87	UK							
Broker loan cale		month			year	5.95 6.08 6.30	■ NOTIO	WAL UK GE						
Fed_funds at intervention_	- One y	·		5.79 30-ý		6.68	Jun	Open 107-21	Sett price 108-09	Change +0-25	High 108-18	Low 107-16	Est. vol 41593	Open Int. 44897
							Sep III LONG	107-08 G< FUTUR	107-26	+0-24	108-02	107-01	26022	97102
							Strike	<u> </u>	CAI		130,000 64		PUTS	
							Price	Jul	Aug	Sep (Dec Ju	_	Sep	Dec
BOND FUTUR	ES AND	ОРП	ONS				107 106	1-23 0-50			-31 0-34 -00 0-6			2-09 2-42
							109	0-25			38 1-3	7 1-62	2-15	3-16
France							_	ad, Cadle 621 i	PUS 630. P78	ADDRESS CONTRACTOR	open int., Ca	88 26377 Pu	ns 27894	
MOTIONAL FRENC							Ecu	~**	DEO 4/477					
Open Jun 115,82	Sett price 115.86	+0.12	High 115.96	Low 115.48	Est. vol. 166.081	Open Int. 110.051	= ECU B	OND FUTUI	Sett price	Change	High	LOW	Est. vol.	
Sep 115.48 Dec 115.26	115.46 115.26	+0.08	115.56 115.26	115.10 115.22	21,992	42,891 2,126	Jun	86.12	86.30	+0.26	86.32	85.00	2,327	Open Int. 8,317
LONG TERM FRE				115.22	62	2,120	Sep	88.00	86.16	+0.28	86.18	86.00	23	404
Strice	CALL				PUTS		US							
Price Jul 114 1,64		• •)ec	Jul 0.21	Sep 0.80	Dec	US TRI	EASURY BO		ES (CBT) 5	\$100,000 32	nds of 100	194	
115 0.90 116 0.40	5 1.53		-	0.48	1.08	-	Jun	Open 113-00	Latest 112-26	Change -0-07	High 113-11	Low 112-23	Est. vol.	Open Int.
117 0.19	0.60	1	-	1.73	1.80	-	Sep	112-22	112-15	-0-06	112-31	112-11	83,709 338,376	231,296 162,500
118 0.05 Est. vol. total, Calls 15,73			- davis coeri	int_ Calle	- 132,845 Puts	121.044.	Dec	112-11	112-00	-	112-14	111-29	1,698	10,286
							Japan							
Germany							MOTIO	NAL LONG Y100m 100	TERM JAP	ANESE G	DVT. BONE	FUTURE	8	
Open		Change	High	Low	Est vot	Open int.		Open	Close	Change	High	Low	Est. voi	Open Int.
Jun 95.29	95.39	+0.19	95.54	95.02	156746	104441	Jun	120.96			121.10	120.56	967	0
Sep 94.84	94.91	+0.21	95.02	94.55	37246	76824	Sep * LIFFE futu	119,88 res also trade	ed on APT. As	Open inten	1 18.98 est figs. are t	119,40 or previous :	5186 day.	0
UK GILTS PI	RICES							. 7					٠	
Petricular in the Control of the Con	الكنة برايشة													
	Yeld		15	185			Yeard	II	995		_	. Yield		1995
Notes Shorts** (Lives up to Five Y		Price £ + 0	r- High		a 64pc 2004##	Motes Int. 7.29	Red Price E		LEW		Notes (1)	(2) Price	2 + OF -	High Low
Esch 101 _e pc 1995	10.19 6.34 12.41 6.44	100%	1013 1043	100% Cos	9 ½ pc 2005	A.56	7.85 92월 7.88 110월	+\$ 92H +\$ 110B	1035 20C			8 114 2	明诗	21012 2014 1115 1084
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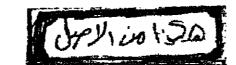
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Dollar fails to sustain post-intervention rally The dollar's impressive post-intervention rally proved short-lived vesterday as concern about an economic slowdown in the US reasserted itself, writes Philip Gawith. The US currency's failure to

sustain the five plenning rally, from around DM1.3850 to DM1.4379, also reflected the market's continued unwillingness to believe that the conditions are in place for a sustained rally. The dollar finished in London at DM1.413 from DM1.4233

pfennigs during New York trading following the release ofa weaker than expected purchasing managers report. The other large move of the day came from the Belgian trading range that dates back to the beginning of last year. It closed at BFr20.48 against the

BFr20.52 level, rather than a reflection of any new develop-Elsewhere, the Bundesbank

council left interest rates ling contract closing 13 basis points firmer at 98.10.

both the D-Mark and dollar. It closed at DM2.2645 from DM2.2447, and at \$1.5911 from

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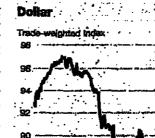
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the franc breached the German funds were buying stimulated further dollar pursoning that the funds had some insight into the likely

> council meeting. In fact, the brevity of the meeting suggested the agenda was devoid of controversy. The subsequent retreat in the dollar was not so much the result of disappointment at Bundesbank inactivity as a response



ever intervene reluctantly."

firmer or stable dollar than a crashing dollar, because then it can be presented on purely

German rate cut yesterday, said Ms Cottrell. She said it when confronted with economic data showing a slow-

passage of the dollar yesterday had illustrated two points; the short-lived effect of intervention, and that sentiment towards the dollar "is going to

be determined by how the fig-

week ago

Germany week ago ireland week ago itely week ago Notherlands

week ago

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US Dollar CDs

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week ago

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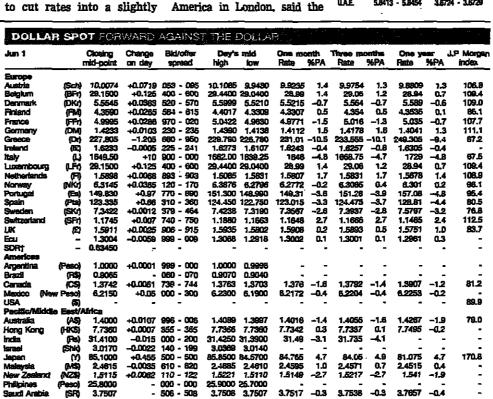
US Dollar

S LIBOR FT London

ures come in." While intervention had provided the dollar with a short-term base, said Mr Hawkins, he continued: "Unless we see a pick-up in US data, there is every possibility we are going to see a record low before the year is out."

The Bank of England pro vided UK money markets with £555m late assistance, and £85m at established rates, after forecasting a £750m shortage. Three month LIBOR traded at 6∰ per cent.

I OTHER CURRE 195.342 - 195.532 122.810 - 122.869 4774.50 - 4771.90 3000.00 - 3000.00 0.4758 - 0.4767 0.2980 - 0.2985 3.7488 - 3.7599 2.3575 - 2.3625 0.2990 - 0.2995 2.3575 - 2.3625 4912.00 - 4915.00 7817.45 - 7817.79



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Jun Sep Dec Mar LIFFE to E EUROLIRA OPTIONS (LIFFE) L1000m points of 100%

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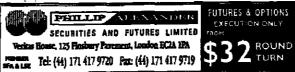


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Notice is hereby given to shareholders that an unerim dividend for the six months ended 31st March, 1995 of 3.22p for the Reserve Fund has been declared by the Board. This dividend will be paid on 6th June, 1995 to registered shareholders of the Fund who were on the register at 31st March, 1995.

This dividend will be paid from 6th June. 1995 to bearer shareholders of the Fund against presentation of coupon no. 13 at any of the company's paying agents including its paying agent in the United Kingdom. S.G. WARBURG & CO. LTD. Credits Paying Agency, 2 Finsbury Avenue, London EC2M 2PA

stic Money Rates, USS CDs, ECU & SDR Linked

EURO CURRENCY INTEREST RATES

Sett price Change

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ES (LIFFE)* DM1m points of 100%

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from whom claim forms can be obtained. Unuted Kingdom tax will be deducted from claims in the United Kingdom at the rate of 25 per cent, utiless claims are accompanied by an affidavit. MERCURY OFFSHORE STERLING TRUST (SICAV)

USD 10,000,000 EURO MEDIUM TERM NOTE OF SOCIETE GENERALE. SOCIETE GENERALE ACCEPTANCE NV AND SOCIETE GENERALE AUSTRALIA LIMITED SERIE N° 68

SGA SOCIETE GENERALE ACCEPTANCE NV FRF 800,000,000 FLOATING RATE NOTES DUE JUNE 2004

ISIN CODE: XS0049009011

Notice is hereby given to the Noteholders that for the period June 1st, 1995 to September 1st, 1995 the new rate has been funed at 1,009835 %

Next payment date: September 1st, 1995

Coupon nr: 4

Amount: FRF 281.36 for the denomination of FRF 100,000 FRF 2,813.62 for the denomination of FRF 1,000,000

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Y JUNE 2

on Wednesday, and at Y84.645 and from Y85.1. It lost over two

franc which broke out of a D-Mark, from BFr20.54. The move appeared to be technically driven especially once

unchanged. In Britain, signs of weakness in the purchasing. managers, index prompted a rally in interest rate markets, with the September short ster-

Sterling had quite a good day, finishing firmer against

■ The dollar had a bright start to the day, rising around 11/2 pfennigs in the first ten min-

utes of	trading. Ri	imours that
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outcome of the Bundesbank to rumour and statistics.

109.9 87.0 108.2 111.7 68.9 97.7

The rumours centred around an influential industry newsletter which reported that the Bundesbank had been reluctant participants in the intervention. It also suggested that a rising dollar would serve as an obstacle to a cut in German Ms Alison Cottrell, analyst at

Paine Webber in London, said that neither of these contentions carried much weight. As to the Bundesbank's stance, she noted: "I'm sure that is 100 per cent accurate. They only

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Nov 94 -

But she also added that the Bundesbank only intervened when it stood to make money Cottrell also disputed that a firmer dollar would get in the way of a rate cut, pointing out that a rally from DM1.38 to DM1.42 would hardly bank's heart, "It is also easier to cut rates into a slightly

Intervention had, however, removed the prospect of any

would be anethema to the cutting rates as part of a co-ordinated plan to help the dollar. Sentiment was also knocked by the weak NAPM report, described by Mr Tony Norfield UK treasury economist at ABN AMRO, as being in "hard land-ing territory". The dollar has recently tended to weaken

down in the economy.

Mr Norfield said most of the interbank market was sceptical about the dollar rallying, but also wary of selling the currency in the face of possible central bank intervention. Mr Jeremy Hawkins, chief

economist at the Bank of

Jan 1 Hungery Isan Kawetz Potend Aussia U.A.E.

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CROSS RATES AND DERIVATIVES EXCHANGE CROSS RATES 5.454 2.862 3.180 1.117 2.581 0.096 1 2.519 1.089 2.185 1.354 2.529 1.157 1.580 1.889 2.088 423.1 222.0 246.7 88.88 200.2 7.477 77.58 195.4 82.33 100.1 105.0 196.2 89.75 123.3 145.0 146.0 2.637 1.384 1.538 0.540 1.248 0.047 0.484 1.218 0.513 0.623 1.047 0.855 1.223 0.559 0.789 0.904 10 11,11 3,903 9,017 269.7 299.6 105.3 243.2 9.082 94.23 237.4 100. 121.5 204.0 127.6 238.3 109.0 149.8 176.1 194.8 2.562 2.846 1 2.310 0.086 0.895 2.256 0.950 1.154 1.936 1.212 2.264 1.036 1.423 1.673 1.851 1.109 1.232 0.453 1 0.037 0.388 0.976 0.411 0.499 0.525 0.980 0.448 0.724 0.501 2969 3299 1159 2678 100. 1038 2614 1101 1337 2247 1405 2624 1200 1549 1939 2146 13.22 14.68 5.159 11.92 0.445 4.618 11.63 4.901 5.953 10 6.253 11.68 5.343 7.341 8.833 9.550 2.114 2.349 0.825 1.905 0.077 0.739 1.861 0.784 0.952 1.599 1 1.868 0.855 1.174 1.581 153.1 170.1 59.76 138.1 5.156 53.50 134.8 56.78 88.96 115.8 72.43 135.3 81.89 85.04 100. 52.47 58.30 20.48 47.32 1.767 18.34 46.19 19.46 23.63 39.70 24.82 46.37 9.001 10 3.513 8.116 0.303 3.145 7.922 3.338 4.054 4.258 7.954 3.639 4.999 5.6594 11.36 12.62 4.435 10.24 0.383 3.970 10 4.213 5.117 8.596 5.375 10.04 4.583 6.310 7.421 8.209 0.537 9.494 8.802 8.706 4.504 7.566 4.731 8.837 4.043 5.654 6.531

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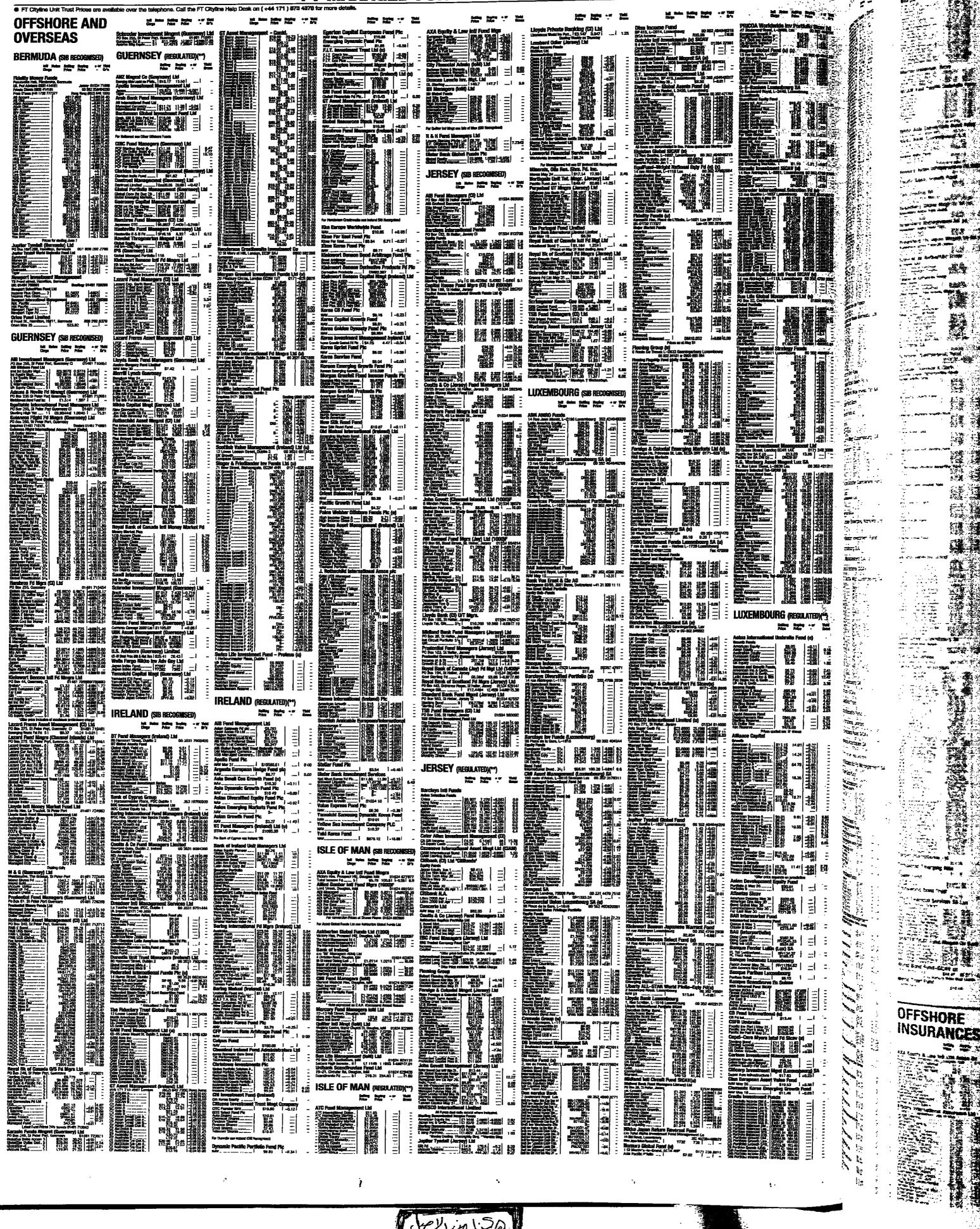
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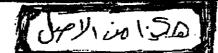
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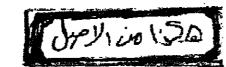
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BOURG GESLUTE

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FT MANAGED FUNDS SERVICE FT Cityline Dall Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details Sabre Fotteres Fund :20 A TOTAL STATE OF THE PARTY OF T CART Insurance C& Ltd Christi Matter Hen, Couples LO.M. Starting Funds (T1824 S25366 Magnifiles Fund Ltd. 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LONDON STOCK EXCHANGE

Equities shrug off early decline on Wall Street

By Steve Thompson, UK Stock Market Editor

London's equity market slipped back from its highs yesterday but still recorded its best closing level of 1995, in the wake of Wall Street's upsurge on Wednesday.

European equity markets were unsettled during the afternoon by a weak opening on Wall Street, which reflected the latest economic news from the US. Another increase in US unemployment claims, coupled with a much lower than expected National Association of Purchasing Management index for May. increased market fears that the US could be heading for a "hard land-

ing" or recession, rather than a "soft landing".

Following the NAPM news and also the Bundesbank's "no change"

policy on German interest rates, the dollar began to lose ground against the D-Mark, yen and French franc. There was some comfort for equity markets, however, in the performance of bonds, bunds and gilts which delivered another impressively strong showing.

At the close the FT-SE 100 Index was 21.2 firmer at 3.340.6. The FT-SE Mid 250 index ended 21 up at a 1995 closing peak of 3,674.8. Turnover was 663.1m shares yesterday, while the value of customer business on Wednesday improved to £1.2bn. Marketmakers in London refused to be panicked by Wall Street's opening slide. "We are still very bullish; we have given back some of the market's earlier gain, but the feeling in the marketplace is still very positive," said the head of marketmaking at one of the leading UK securities houses.

He added that the market was expecting a flurry of corporate activity in coming weeks, spear-headed by the bid battle for control of VSEL, the warship manufacturer. The pharmaceuticals sector is another area where corporate activity is thought to be imminent, with

the Fisons/Medeva merger terms

sizeable bid is on the cards in the merchant banks refuses to die down. Kleinwort Benson has long been a prime target in the sector. Wednesday's 86-point leap by the

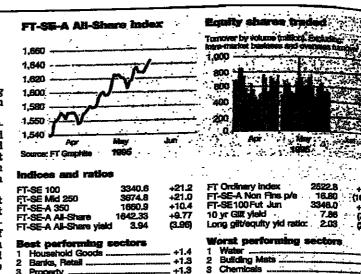
Dow Jones Industrial Average and an initial further rise in the dollar triggered an early mark-up in UK equities. The FT-SE 100 opened some 33 points ahead and stayed around the 3,350 level until the early afternoon, when a jittery Wall Street saw the Footsie close some 12 points below the day's high.

Most of the day's corporate reports were well up to expectations and often exceeded consensus forecasts. Siebe, the diversified engiexpected very soon. And talk that a neering group, topped the FT-SE 100

performance table after delivering excellent figures accompanied by an encouraging statement.

Northern Ireland Electricity fig ured prominently in the FT-SE Mid 250 Index after bumper figures and as the company announced that it was seeking shareholder permission to buy back 15 per cent of its own

Mr Richard Jeffrey, economist and equity market strategist at Charterhouse Tilney, the stockbroker, maintained "there is a lot of value in London, more so than in Wall Street", pointing to improved institutional liquidity and also to falling gilt yields, "which reveal the value in the equity market".



Valuation fears for Glaxo

Pharmaceuticals leader Glaxo Wellcome declined 4 to 723p, against the trend in the sector and the market, on the back of an odd and disturbing story that emanated from the US.

UK dealers said some very negative comments had appeared in a US tip sheet. The manager of a generics supply group was believed to have argued that the American Depositary Receipts were overvalued by \$6.00. No US analysts were able to suggest a rationale to the speculation, although Smith Barney said it retained its view that the shares were overvalued. If the story had any basis it could knock around 190p off the UK share price.

Closer to home there was surprise and disappointment at news that Dr David Barry, the deputy to the head of research at Glaxo Wellcome, and two other executive directors, had resigned from the company. Analysts said that, although senior resignations were forecast, Dr Barry had been expected to remain.

Lloyds volatile

Lloyds Bank shares weakened 111/2 in early trading in response to worries over profits and a feeling that the stock was over valued.

Votes in favour

Votes in favour

Votes in favour

Votes in favour

Votes against

Votes in favour

Votes in favour

Votes in favour

Votes against

Votes against

Votes against

Votes against

Votes against

Votes against

Lloyds has outperformed the broad market by almost 15 per cent since the start of the year. The lag reflected the dilution

of disappointing national mortgage lending figures, coupled with talk of broker downgrades, presented an opportunity for profit-taking.

There was also concern that the range of profits forecasts was too wide and the current share price reflected the higher end of valuations. However, Mr Peter Toeman of Hoare Govett, who predicts current-year earnings of £1.6bn, compared with lower end forecasts of around £1.2bn, says he includes £300m of exceptionals in his estimates. He argues that his figures are, in fact, broadly in line with the consensus and the selling was

Smith New Court and at least one other leading UK securities house were said to have reiterated sell stances. while UBS stressed its buy argument. The divergence of views prompted hectic two-way trading, which saw the stock recover to finish the day 2 off at 652p with 7.8m shares changing hands.

Hanson busy

International conglomerate Hanson was very heavily traded as institutional investors piled in following the official demerger of US Industries (USI).

More than 15m shares changed hands, as the stock traded ex a 9p special dividend that reflected the demerger and closed a net 2% higher at

Hanson has underperformed the broad market by 6 per cent since late February, when the demerger was first announced.

Carried

Carried

Carried

Carried

Defeated

Defeated

IN LONDON - Hannah Pursali Tel: +44-171-873-4167

The Royal Bank of Scotland plc

Registrar's Department

announces that the results of the polls conducted at the 9th Annual General Meeting of

British Gas plc

held on Wednesday 31 May, 1995 at the

London Arena, Limeharbour, London are as follows:

Resolution 4

Resolution 5

Resolution 6

Resolution 8

2.172.919.623

2.174.634.884

2.175.743.162

2,154,010,970

2.174.704.372

32,564,944

211,441,976

354,304,533

1,742,797,764

1.941.672.942

Resolution 13

The Royal Bank of Scotland

The Financial Times plans to publish a Survey on

International Private Banking

on Wednesday, June 21. The international private banking market is estimated at \$4 Trillion and

wing. How has deregulation and strong economic growth in a wide range

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FT Surveys

of countries changed this business in recent years?

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53,376,208

31,498,720

32,624,188

33,859,822

The release earlier in the week created by the move and, later. unwillingness by institutions to buy the shares while they included the USI element.

With that unwillingness removed and the dilution discounted buyers moved in for the 3p quarterly dividend to be paid on Monday. USI shares held their \$14 flotation price during most of the UK trading, but ticked back to just above \$13 by the close.

Retailer Boots moved against the strong market trend, falling 8 to 510p in solid trading of 6.4m after the group reported figures that disappointed the market. The retreat made it stock in the FT-SE 100.

At the post-results meeting with the company, analysts were particularly disappointed by news of a higher than anticipated tax charge and the lack of news on another share buyback scheme.

also cheered by news that the company will be seeking

negative.

authority to buy back up to 14.9 per cent of its stock. The shares jumped 15 to 369p as several brokers upgraded current-year profits expecta-

estimate by £20m to £530m.

However, the securities house

remains positive on the stock.

on the basis of the steady per-

formance at Boots the Chemist

and cash flow considerations".

However, Hoare Govett, which has had the stock on its

sell list for the last few

months, lowered its forecast by

£15m to £530m and remains

Northern Ireland Electricity

stood out among the regional

electricity companies after it

reported figures ahead of mar-

ket expectations. Dealers were

Renewed enthusiasm for Brokers downgraded full- property shares underpinned

	Jun 1	May 31	May 30	May 26	May 25	Yr ago	1-igh	"Low
Ordinary Share	2522.8	2507.7	2506.2	2508.3	2513.2	2364.5	2522.8	2238.3
Ord. div. yield	4.26	4,26	4.26	4,26	4,24	4.25	4.73	4.20
P/E retio net	15.73	16.66	15.87	15.88	15.91	19,14	21.33	15.73
P/E ratio nit	15.49	15.64	15.63	15.64	15.67	19.71	22.21	15.49
"For 1985, Ordinary FT Ordinary Share I				high 2713	1.6 2/02/94	i; low 49.4	26/6/40	

Open	9.00	16.00	11.00	12.00	13.00	14.00	15.00	16.00	High	Low
2526.4	2527.1	2529.8	2530.8	2527.9	2530.4	2529.7	2527.0	2523.0	2532.8	2522.7
			Jun 1	May	31	May 30	May	26 M	By 25	Yr ago
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Equity be	argains)	•-		- 32	,289	30,872	38,8	41 4	2,610	30,073
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†Excluding	inba-ma	erket busi	ness and	CVOTSOS	tumove	۲.				

London ma	rket da	ta			
Pises and falls"		1995 Highs and Total Highs Total Lows	iows	LIFFE Equity optic	206
Total Rises	950	Total Highs	336	Total contracts	36.38
Total Falls	473	Total Lows	24	Calls Puts	16.57
Same	1.443			Puts	19.BC

year profit expectations, with UBS reducing its current year the group is also Britain's third the group is also Britain's third biggest property business with a portfolio valued at £1.4bn at the end of 1993. Recent good numbers, plus

asset revaluations from MEPC and Land Securities, have underpinned something of a renaissance for the sector, and P&0's portfolio has a 33 per cent US content and is well spread across the UK. The shares closed 11 higher at 625p.

Ahead of today's traffic figures for May, British Airways was said to be the butt of switching into airports group BAA as a number of bearish stories did the rounds. The most pertinent was a rumour that the airline might have to give up valuable landing slots at Heathrow in order to renew its code sharing (ticket market-

ing) agreements in the US. BA, well dealt on volume of 5.5m shares, gave up 2 to 409p, while BAA, which puts out annual results on Monday, gained 8 at 492p.

Medeva rose 21/2 to 248p, with the market still expecting news about a deal with Fisons - off a penny at 174p - any day now. Worries that mobile phones group Vodafone could fall short of market hopes, when

the annual results are wheeled out on Tuesday, got the best of yesterday's two-way pull in the stock, which traded 5.7m. Analysts, who rattled down their estimates to around £370m in January following the company's warnings on fraud. have been edging up in recent weeks, and some observers

have begun to feel there could

be room for disappointment

next week. The shares were 11/2 easier at 205\p. Talk of the bidding for VSEL eventually going above £20 helped to drive the submarine group's shares higher. They gained 20 at 1810p to improve the premium over British Aeropace's all-share offer to

FT-SE MEd 250

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10 MINERAL EXTRACTION(24)

extractive industries(7)

Building & Construction(38) Building Matte & Merchs(31)

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Enginearing, Vehicles(13) Paper, Pckg & Printing(27)

30 CONSUMER GOODS#93

32 Spirits, Wines & Ciders(10) 33 Food Producers(24)

34 Household Goods(10)

42 Leisura & Hotels(29

48 Support Services(37) 49 Transport(21)

51 Other Services & Br

64 Gas Distribution(2)

60 VTILITIES(37)

tailers, Food(16)

Chemicals(22) Diversified Industrials(18)

15 Oil, Integrated(3) 16 Oil Exploration & Prod(14)

20 GEN INDUSTRIALS(278)

FT - SE Actuaries Share I

FT-SE Actuaries All-Share

comfortably led the field on a strong day for the Footsie, surging 21 to 622p on the back of top of the range annual profits and an upbeat progress report. The outturn, notably the group's strong organic sales growth, led NatWest Securities to edge up its profits estimate for the current year

by £4m to £324m.
The recent bullish sentiment on British Steel backtracked swiftly, following reports of a further round steel price cuts in North America. According to Metal Bulletin magazine. Nucor, one of the more aggressive of the US mini mills, has reduced its prices for the third time since March. British Steel shares dipped 1% to 175%p in 3.1m traded.

Marketing services group WPP rose 8 to 131p on exceptionally heavy turnover of 12m shares. Yorkshire-Tyne Tees TV recovered 12 to 479p after an upbeat agm statement. Shell rose 9 to 781p, reflecting further positive sen-

and investors on Wednesday.

Peter John. Joel Kibazo, timent in the wake of the company's presentation to analysts

3175 3225 3276 3325 3375 172¹2 2 125 4¹2 81 11 43¹2 22¹2 17 46 132 10 143¹2 15¹2 111 23 77¹2 44 53¹2 63¹2 201¹2 20 162¹2 33 127 44 95¹2 62 69 65 180 38 115²2 72 237¹2 73¹2 173¹2 103¹2 **MARKET REPORTERS:**

FUTURES AND OPTIONS

III FT-SE 100 INDEX PUTURES (LIFFE) \$25 per full index point

■ FT-SE MED 250 INDEX FUTURES (LIFFE) \$10 per full index point

E FT-SE 100 INDEX OPTION (LIFTE) ("3340) £10 per tull index point.

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-	F.P.	143.7	105	100	Durnyat An Ólv	105		M6.2	-	7,4	-
-	F.P.	29.7	105	100	Do. Monthly Div	105		M5.92	-	7.0	-
-	F.P.	25.2	103	98	Finsbury Worldwide	101		-	_	-	-
190	F.P.	438.3	187	165 ¹ 2	General Cable	173	+2	-	-	-	-
80	F.P.	14.8	98		Gus Certer	92		y -	-	-	20.2
3	F.P.	223	312	واق	Langdons Foods	312		Hv0.1	26	3.6	13.3
-	F.P.	13.0	650	650	Onyx India	650		-	-	-	-
-	F.P.	1.00	250	250	Do Werrants	250		-	-	-	-
125	F.P.	20.7	141	125	Precoat Int'l	141		R4.2	25	3.7	13.5
-	F.P.	B3.9	107	103	Schroder Inc Gth	106		-	-	-	-
-	F.P.	4.27	31	26	Do. Warrants	27		-	-	-	-

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■ Regional Indices North America (71)

BUSINESS INFORMATION



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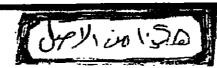
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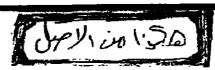
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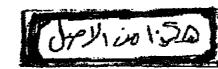
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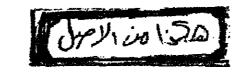
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DAY IUNE 2 log



Profit-taking hits US stocks at midsession

Stocks then headed into neg-

ative territory after the

chasing Management released

But in spite of the low

appeared nervous rather than

enormously concerned about

second-quarter profits, and by

Cyclical stocks outperformed

consumer issues by holding

nearly steady, while the Mor-

gan Stanley index of consumer

Declining consumer stocks

included Coca-Cola, off \$11/4 at

\$60%, PepsiCo. down \$1% at

\$47% and International Fla-

vours & Fragrances, \$1 cheaper

Ratings changes affected several companies. Stone Con-tainer gained more than 7 per

cent or \$1% at \$18% after Mer-

rill Lynch upgraded its near term rating on the company to "above average" from "hold". Cordis dropped \$5 to \$64

after Donaldson Lufkin & Jen-

rette lowered its earnings esti-

Toronto was depressed by mod-

erate profit-taking and slug-

gish North American debt mar-

kets, and the TSE 300 index

had receded 6.24 points to

4,442.40 at midsession. Banks,

financials and gas and electric

utilities, interest rate-sensitive,

all slid, while gold and other

precious metals, and breweries,

57.91 or 1.2 per cent at 4,955.01

at 1 pm. John Labatt was trad-

ing CS% higher at CS25% in

heavy afternoon turnover amid

administrator. "It is the unan-

swered questions that will

impact on the market," con-

cluded the team. "For instance,

will the government achieve

its policy goals successfully

and will it be possible gradu-

ally to lower interest rates

MEXICO CITY was little

changed by midsession as

investors struggled to find buy-

ing incentives. The IPC index

was up 4.57 at 1,949.70. The

market had not been encour-

without fuelling inflation?"

The breweries index was up

advanced.

mate for the company.

shares slipped 0.65 per cent.

their session lows.

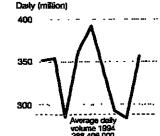
Wall Street

National Association of Pur-US share prices were mostly figures showing that factory lower in early afternoon tradactivity was 46.1 per cent ing as the market was hit by profit-taking and renewed fears last month, the lowest level since May 1991. Any reading below 50 per cent is considered of weak second-quarter earnings, writes Lisa Bransten in as a sign of declining factory New York.

At 1 pm the Dow Jones activity. Industrial Average was down NAPM figures, investors 9.34 points at 4,455.80. The more broadly based Standard & Poor's 500 shed 1.22 to 532.18 and the American Stock early afternoon both the Dow Exchange composite lost 1.12 and the S & P 500 were well off at 490.98. Volume on the NYSE came to 197m shares.

But while most indices fell. the Nasdaq composite, which has a high proportion of tech-

MYSE volume



18 19 22 23 24 25 26 30 31 1

nology issues, continued to rebound from Monday's loss of more than 13 points, gaining 4.04 at 868.62.

The Pacific Stock Exchange technology index was also stronger and in early trading it was ahead 1 per cent.

Micron Technology, up \$1% at \$46%, was the most actively traded share on the NYSE for the second consecutive day.

Among other gaining hightech issues, IBM put on \$11/2 at \$94%, Motorola \$1% at \$61%, Intel \$2% at \$115% and Applied

Materials \$2% at \$79%. The Dow and S&P 500 jumped at the opening bell following the 86-point upsurge by the Dow on Wednesday.

Caution in São Paulo

São Paulo was down slightly term turbulence on the marby midday in light trade as kets, given his reputation as an investors behaved cautiously after the replacement of Mr Persio Arida, president of the central bank, by Mr Gustavo Loyola. The Bovespa index dipped 176 to 37.030 in turnover of R\$128.9m (\$142.2m)

Baring Securities commented that the exit of Mr Arida had come as no surprise to the financial community, given his demonstration over recent months of a lack of both administrative and political skills. The broker's Latin American research team felt Loyola would quell any short

that the appointment of Mr national development plan

Shares made slight gains in thin trade, with Wall Street's Natal province. sharp overnight advance not even providing a measure of support. Foreign funds were active, however, brokers said, with Liberty Life being targeted and the shares adding 50

dispute between the ANC and

cents at R100. Traders said that prospects for industrial stocks hinged on nestic economic trends, as well as the resolution of a

S Africa sees modest rise

Natal province. The overall index improved 21.2 to 5,492.6, industrials put on 20.3 at 6,928.1 and the gold shares index was 15.6 better at

1.402.7. Among the actives, De Beers moved forward 75 cents to R93.75 and Anglos was ahead R2.50 at R198. Vaal Reefs appreciated R3 to R233, Freegold R1 to R39 and Western Areas 50 cents to R43.75.

Several bourses move up into new high ground

The Dow, overnight, the dollar and bonds excited bourses yes-terday morning, writes Our Markets Staff. They lost some of their power by the end of the day but, in the interim. several markets had either flirted with, or achieved,

FRANKFURT's Dax index peaked at an Ibis-indicated 2,135.37, about 10 points short of its 12-month high. Reflecting the dollar's effect on exporters, and the bond market's on interest rate-sensitive stocks. carmakers, engineers and utilities left the key index 19.29 higher at 2,119.24, after a session close of 2,126.38. Turnover swelled by a full

DM3bn to DM9.4bn. In carmakers, BMW rose DM9.20 to DM771.60 and Daimler, which has seen a spate of downgrades after warnings about the dollar's impact on its profits, ended DM7.10 higher at DM692.40. In utilities, Viag gained DM8.50 at DM546.50 after an 80 per cent increase in net profits at its trading sub-

sidiary Klöckner & Co. Three blue chips which underwent 10-for-one stock splits produced a relatively subdued share price performance, but they had risen in anticipation of the event. Deut-

THE EUROPEAN SERIES 12.80 . 13.00 14.00 15.00 Close Hourly changes FT-SE Eurotrack 100 1375.65 1376.82 1379.18 1376.87 1378.91 FT-SE Eurotrack 200 1483.48 1464.86 1465.66 1464.89 1466.01 1375.91 1376.00 1374.30 1466.50 1466.06 1465.21 May 25 May 31 May 30 May 26 1349.01 1341*.87* 1434,98 1358.70 1453.70

sche Bank firmed an effective 60 pfgs to DM69.60, Dresdner by 45 pigs to DM39.70 and Schering by 10 pfgs to DM98.20. PARIS eased back from early

highs in slight disappointment that, once again, there had been no downward movement in German interest rates. A quieter day in the currency markets also contributed to the more subdued tone, with the CAC-40 index closing 12.85 up at 1,960.80 as turnover slipped to FFr4bn from FFr5.8bn.

Some good rises were noted among stocks which had had a slightly disappointing performance of late: Canal Plus ended up FFr31 or 4.7 per cent at FFr694 and Lagardere climbed FFr4.30 or 3.9 per cent to FFr114.90.

Investors bought Eurotunnel following Wednesday's annual meeting, with the shares adding 45 centimes or 3.2 per

cent at FFr14.55. The group said yesterday that it had lodged a complaint challenging a decision by the EU to allow duty-free sales for air and sea routes within the community. but not on its own service

through the tunnel. Oil stocks remained strong, helped by a firmer dollar. Elf Aquitaine advanced FFr7.70 or 1.9 per cent to FFr408.70 and Total FFr2 to FFr309.60.

AMSTERDAM set a 15-month closing high as the AEX index put on 3.43 at 434.95. Among the leaders, Royal Dutch rose another F13.30 to F1201.10, following Wednesday's FI 2.50 gain and a positive analysts' meeting with Shell Transport, the UK end of the Anglo/Dutch oil combine.

First-quarter results from the financial services group ING left it Fl 1.10 higher at F186.80; and the retailer Ven-

and T\$31.70 respectively.

SYDNEY was just slightly

firmer as the weakness of the

Australian dollar weighed on

sentiment. The All Ordinaries

index closed 1.5 higher at

2,021.0, having peaked during

the session at 2.034.3. Turnover

steady at A\$4.30, after announ-

cing that it had acquired 50.2

per cent of its takeover target

Pancontinental, which rose 8

SEOUL saw broad-based buy-

ing prompted by persistent

intervention from the stock

market stabilisation fund. The

composite index added 8.93 at

891.43. MANILA broke through

the 2,800 resistance level, the

composite index closing 30.35

JAKARTA brokers said for-

er at 2.802.72.

Renison Goldfields was

amounted to A\$445.33m.

cents to A\$2.00.

dex, making its hourse debut, registered a Fl 2.30 premium over its offer price at Fl 41.30. ZURICH saw activity centre on industrials and, vet again on the insurance sector as the SMI index rose 21.4 to 2,807.8, a new 1995 high Nestlé, SFr17 ahead at SFr1,195, led the

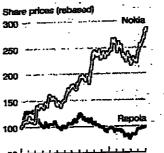
active stocks list. Zurich Insurance extended Wednesday's gains with a SFr34 rise to SFr1,398 and, in the same sector, Berner Holding rose SFr50 to SFr1,400 on the news that German's Allianz wanted to increase its stake from 30 to slightly more than 50 per cent. MILAN saw another day of

fairly quiet activity as the corporate scene remained generally dormant. The Mibtel index lost 71 at 10,049 and the Comit index 2.02 at 632.81.

The market had been lifted during the morning by strength in the futures market, but this support evaporated later in the day.

Among the chief movers, Fiat shed L85 to L6,390 ahead of today's annual shareholders meeting. The construction and cement sectors made progress after the senate approved new bidding procedures for public works protects, and Italcementi gained L150 at L11.000.

Nokia and Repola



SOURCE: FT Graphite STOCKHOLM's Affärsvariden General index hit a new peak of 1,606.40, up 25.70

or 1.6 per cent. Brokers sald that the market was US-driven as Ericsson Bs rose SKr21 to SKr546, and Astra by SKr5.50 to SKr220.50. Skanska B rose SKr4 to SKr170 on news that the construction group had received a contract to build a

British jail.

HELSINKI featured Repola, the forestry and heavy engineering group, and Nokia, the international telecoms favourite, as the Hex index rose 24.4 to 1,865.8. Repola hit a new year's high of FM91 before clos-

ing FM2.40 higher at FM90 as a rise of 50 per cent in profits for the first four months of iss. Nokia rose FM4 to FM201 sha it won a \$200m US supply obtained for PCS base station systems, its first in this fleat in

ISTANBUL and ATHENS showed little reaction to the news that the Greek parils ment had ratified an international treaty which would allow it to double the extent of its territorial waters to 12 miles. Turkey has said regeatedly in the past that such an extension could could cause

armed conflict. The composite index in Ist anbul gained 1,094.17 or 23 per cent to 48,465.09, having seen a high of 48,528.98, in turnover of TL10,500bn, while the Athens general share index eased 114 to 890.81 in turnover of

WARSAW lost 3.4 per cent as turnover dipped by 20 per centto 40m zlotys. The Wig index fell 268.9 to 7.667.8.

Brokers remarked that the recent volatility of equities was causing uncertainty among the domestic investors who dom nated trading activity.

Written and edited by Willen

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ASIA PACIFIC

Nikkei recovers as region responds to gains in Dow

Tokyo

Investor sentiment improved thanks to the rise in the dollar, but equities fluctuated on technical and speculative activity before the Nikkei index closed 1 per cent higher, writes Emiko Terazono in Tokuo.

The 225 average rose 157.78 to 15,594.57 after moving between 15,420.16 and 15,647.47. An initial boost on concerted dollar-buying intervention by leading central banks was reversed by a fall in futures which triggered arbitrage unwinding, but speculative afternoon buying left share prices higher at the end.

Volume totalled 256m shares, renewed market speculation against 247m. The Topix index that a second bidder would of all first section stocks gained 6.49 at 1,260.60 and the Nikkei 300 edged up 0.86 to 234.72, while advances led declines by 654 to 313, with 171 issues unchanged. In London the ISE/Nikkei 50 index firmed

Financial institutions and public funds were absent from the market, while overseas investors took small-lot profits. Some traders took heart in the speculative activity as an indication of the return of individual investors to the market. but most investors expect such trading to be shortlived. Among speculative favourites. Daido Steel Sheet rose by its daily limit of Y100 to Y795 and Tamura Electric Works by its limit of Y102 to Y1,020.

Individuals also bought conaged by the government's struction issues, traded actively over the past few months on the Kobe reconstruction theme. Fudo Construction, the day's most active issue, added Y41 at Y699, Sumitomo Construction Y20 at Y520 and Penta-Ocean Construction Y24 at Y568

> Semiconductor-related companies were higher. Nikon, the camera maker, climbed Y59 to Y840. The stock has risen 17 per cent since the start of the month on its earnings forecast supported by demand for its semiconductor equipment. Tokyo Electron, the semiconductor manufacturing equipment concern, rose Y70 to Y2,800 and Advantest, the semiconductor testing device

producer, gained Y70 at Y3,010. Sega, the video game maker, rose Y30 to Y3.200 in spite of earlier selling by individuals. The company announced yesterday that it would shift all production of its video games for households overseas. Discouraged by Sega's weak earnings reported earlier this

month, the stock has fallen 18 per cent since the end of April. In Osaka, the OSE average put on 107.92 at 16,846.12 in volume of 12.7m shares. Murata moved ahead Y100 to Y3,330 on buying by overseas investors.

Roundup

The region was inspired by Wall Street's overnight performance and extended Wednesday's gains, Jakarta and Kuala Lumpur outperforming after a day's holiday; exceptions included Karachi, where trading was curtailed by a bomb HONG KONG closed at its

highest level in seven months. with foreign institutions again showing interest. The Hang Seng index added 152.36 or 1.62 per cent at 9,559.74, having seen an intraday high of 9,625.35. Turnover leapt to HK\$7.20bn from HK\$4.62bn.

Some brokers expected that foreign funds would continue to enter the market if US interest rates were perceived to be on a downtrend

Among banking stocks, HSBC rose HK\$2.50 to HK\$103 and Hang Seng Bank firmed 75 cents to HK\$60.75. Elsewhere, Cheung Kong put on 70 cents at HK\$38.80, Sun Hung Kai Properties jumped HK\$1.75 to HK\$57.75 and New World Development climbed 60 cents to HK\$24.70.

SHANGHAI B shares rose 1.3 per cent, assisted by the gains in Hong Kong. The B index firmed 0.703 to 55.85 on high volume of 13.8m shares.

TAIPEI recorded its fourth successive gain, and the weighted index added 39.78 at 5,714.33, off a high of 5,727.65. Turnover was T\$28.7bn.

Cement issues were strong throughout the session on ar expected rise in prices for imported cement. Lucky Cement and Chia Hsin Cement both rose by the daily permit-



eign funds were pouring into the market as the JKSE composite index rose 10.50 or 2.2 per cent to 485.78. KUALA LUMPUR put on 2 per cent, the KLSE composite index ending 20.82 up at 1.070.82. Dealers said the lack of negative market talk ahead of the announcement of anti-inflation measures today by Prime Minister Mahathir Mohamad also boosted investor confidence.

SINGAPORE saw buying in blue chips, banks and properties, in response to Wall Street and a prime rate cut by UOB Bank, thought likely to be matched by three other big Singapore banks. The Straits Times Industrial index rose 26.67 or 1.2 per cent to 2,205.03. The prospect of lower interest rates lifted property compa-

nies. Developer Wing Tai finished 10 cents ahead at S\$2.82 after a day's high of \$\$2.85. **BANGKOK** retreated during the afternoon as profits were realised in the banks. The SET index, which had seen a high

of 1,429.55, was finally 9.29

to Bt21.8bn. Rises led falls by 184 to 160, with 98 issues

BOMBAY gave credit to good corporate results. following Telco's trebled profits on Wednesday, as the BSE 30share index rose 58.37 or 1.7 per cent to 3.409.85. Among other big blue chips. Reliance put on Rs7 at Rs278.50 and Tisco Rs11.50 at Rs234. COL-OMBO closed 1.4 per cent higher on institutional buying, the CSE all-share index advan-

cing 9.84 to 703.64. KARACHI suspended trading 45 minutes from the close after two car bombs exploded in the city, and after an anonymous caller telephoned a bomb warning to the Karachi SE itself. The KSE 100-share index had risen 6.76 to 1,522.15 by the

Record sales and profits. The result of world-class engineering.

Preliminary results for the year ended April J, 1995	1995	1994	
Turnover	E2d46 billion	£1.864 billion	
Profit before tax	E2751 million	£217.2 million	20
Earnings per share	37.50.	31.4p	
Final dividend	8.07p	7.34p	

These excellent results, which demonstrate strong organic growth, are not just due to the improved world-wide economic environment but are also derived from market share growth, keen cost control and continuous product innovation. Recent acquisitions also played a part. To support our accelerating sales growth programmes, we have allocated a record level of capital

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first time in nearly a decade, much of this spending will be on increasing production capacity. With order backlog up 20.4% we have started the current year in a healthy

spending for the next fiscal year of £165.0 million. For the

position and encouragingly the national economies which we serve continue to prosper Further, our policy of substantial and ongoing investment in research and development, together with the opportunities available to us from recent acquisitions give us significant confidence in the continuing success of the Grosp We face an excitung future as we press forward towards our goals and entrench our position as one of the world's

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Barrie Stephens, Chairman

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ET/S&P/ACTUARIES WORLD INDICES

The FT/S&P Actuaries World indices are owned by The Financial Times Ltd., Goldman, Sachs & Co. and Standard & Poor's. The Indices are compiled by Goldman Sachs in conjunction with the Institute of Actuaries and the Faculty of Actuaries. NatWest Securities Ltd. was a co-founder of the Indices.

Figures in parentheses	1.65	D - d -		NESDAY	MAY 31					· TUESD/	AY MAY 3	0 1995 -		DOI	LLARIN	DEX
	US	Day's	Pound			Local	Local	Gross	US	Pound			Local			Year
	Dollar Index	Change	Sterling	Yen	DM	Currency	% chg	Div.	Dollar	Sterling	Yen	DM	Currency !	52 week !	52 week	ago
<u> </u>	PICEX	%	Index	Index	Index	Index	on day	Yleid	index	Index	Index	Index	Index	High	Low	(abblox)
Australia (83)	167 35	-0.2	156.18	89.54	122,94	154.64	0.0	4.06	167.67	155.34	07.05					
Austria (26)	193.97	-1.5	181.03	103.78	142.49		0.1	1.25	197.01	182.52	87.95	121.16		180.82	157.95	
Belgium (35)	194.63	-7.2	181 64	104.14	142.97		0.6	3.76	197.05	182.56	103.38	142.36		198.89	167.46	
Brazi (26)	134,39	0.2	125.98	72.23	99.16		0.4	1.48	134,72		103,40	142.38		201.12	161.66	171.35
Canada (102)	141.62	0.4	132.17	75.77	104.03	140.40	0.2			124.61	70.69	97.34	224,29	-	-	-
Denmark (33)	280 77	-1.4	262.04	150.23	206.25			2.52	141.08	130.71	74.03	101.94	140.10	141.62	120.54	181.10
Finland (24)	207 93	-2.5	194.08	111.25	152.75		0.2	1.50	284.74	263.80	149.42	205.75		287.44	236.61	250,46
France (101)	1R4 R3	-0.5	172.31				-1.4	1.64	213.36	197.67	111,96	154.17	191.85	214,68	133.88	145,15
Germany (59)	157.00	-1.4	143.57	98.78	135.63	143,98	0.9	3.07	185.58	171.93	97.38	134,10	142.73	191.17	157,79	168.21
Hong Kong (55)	365.00	1.8	344.39	62.31	113.00		0.2	2.10	155.99	144,52	81.86	112.72	112.72	156.35	132.08	137.55
Ireland (16)		-0.8		197.44	271.08	368.46	1.B	3.72	362.65	335.99	190.30	262.05	360.16	416.42	277.AG	391,38
flaty (58)	75.00		211.77	121.41	166.69	196.88	0.2	3.63	228.65	211.85	119.99	165.23	196.44	229.27	180.67	183.21
Japon (483)	1 (D.DE	-0.3	70.84	40.61	55.76		0.3	1.75	76.14	70.55	39.96	55.02	92.64	89.22	65.45	
Medicania 207	.148.35	-2.8	139.95	80.23	110.16	80.23	0.9	0.94	154.33	142.99	80.99	111.52		170.10	135.95	
Melaysia (97)	.540,24	0.0	504.21	289.05	396.87	512.68	0.0	1.57	540.02	500.32	263.38	390.23		594.76	398.16	
Meruco (18)	505.22	0.3	872.83	500.39	687.01	6303.87	0.1	2.13	932.15	863.60	489.14	673.56		2414.12	647.81	
Netherland (19)	247.44	-0.9	230.93	132.39	181.77	178.78	0.9	3.53	249.69	231.33	131,02	180.43		252.34	194.56	
New Zeakind (14)	81.24	-0.5	75.82	43.47	59.68	64.93	0.0	4.60	81,63	75.83	42.83	58.98	64.93	84.31	64.00	
Norway (33)	221 54	-1,3	206.76	118.53	162.74	188.71	-0.1	2.24	224,46	207.98	117.79	162.20	188.80	230.07		
Singapore (44)	403.30	0.9	376.40	215.79	296.27	259.02	1.2	1.66	399.50	370.22	209.59	288.76	256.00	405.98	177.53	195.70
South Africa (61)	341.37	-0.8	318.59	182.65	250.77	274.56	-0.3	2.51	343.98	318.69	180.50	248.58			313.94	348.88
Spain (38)	145.54	-1.1	135.83	77.87	106,91	135.26	0.0	4.18	147.12	136.30	77.20	106.31	275.27	383.22	261.43	
Sweden (48)	256.60	-1.2	239,48	137.29	188.50	278.86	-0.3	214	259.75	240.66	136.31	187.70	135.23	151.79	124.10	
Switzerland (46)		-1.8	182.58	104.67	143,71	141.60	0.3	1.81	198.86	184.24	104.35	143.70	279.58	261.74	196.70	
Thailand (46)	170.28	2.3	158.92	91.11	125.09	163.10	2.6	2.68	166.52	151,27	87.38		141.23	198.86	155.05	159.26
United Kingdom (203)		-0.5	199.62	114.44	157,13	199.62	0.3	4.17	214.84	199.04		120.33	158.96	-	_	-
USA (506)	218.21	1.8	203.65	116.75	160.30		1.8	2.64	214.29	198.53	112.74	155.25	199.04	216.25	181.11	183.B4
America (SE II	400.00								21928	180.53	112,45	154,84	214,29	218.21	180.55	186.06
Amencas (654)	199.88	1.7	186.54	106.94	146.83	167.63	1,7	2.62	198.45	182.01	103.09	141.96	164,77			
Europe (739)	707.00	-0.9	174.53	700.05	137.37	157.95	0.3	3.15	188.62	174.75	98.98	136.29	157.39	188.88	160.59	164.64
Pacific Basin (822)	440-JG	-1.5	231.79	132.89	182.45	222.58	-0.3	1.85	252.09	233.55	132.28	182.16	223.38	252.82	197.70	208.26
		-23	149.36	85.63	117.57	91.65	-0.7	1.31	163.73	151.70	85.92	118.32	82.24	176.88	145.93	169.78
Euro-Pacific (1561)	1/1 1/	-1.6	159.75	91,59	125.74	116.40	-0.2	2.15	174.00	161.21	91.31	125.73	116.63	178.33		
North America (608)	213,47	1.8	199.22	114.22	156.81	212.94	1.8	264	209.75	194.33	110.07	161.56	209.25		154.73	167.48
Europe Ev. UK (536)	168,29	-1.1	157.07	90.05	123.83	134,39	0.4	2.58	170.14	157.63	89.28	122.94		213.47	176.83	182.65
Pacific Ex. Japan (339)	256 82	0.7	239.69	137,41	188.66	226.34	0.8	3.14	255.01	238.28	133.82		133.87	171.03	144,12	150.31
World E. US (1770)	1/1.79	-1.5	160.33	91.92	128,20	119 92	-0.2	2 16	174.47	151.64		184.27	224.53	273.13	211.19	252.83
World Ex. Uk (2073)		-0.3	170.87	97.96	134.50	143.44	0.6	214	183.63		91.55	126.07	120.14	178.73	155.42	168.65
World Ex. Japan (1 <u>7</u> 93)	206.47	0.7	192.69	110,47	151.67	192.55	1.1	2.85	205.13	170.12	96.36	132.69	142.61	167.07	163.46	172.38
The World Index M276	105 7				<u>_</u>					190.04	107.64	148.22	190.43	206.47	176.74	182.01
The World Index (2276)	165.79	0,3	173.39	93.41	135.48	148,29	D.6	234	180.30	172.66	97.79	134.86	447.45	400.00		
Copyright, The Financial Times La	nited. A	denor se	** **! ^-	Ev								134,88	147.48	189.27	165.92	173.42
CONSTITUENT CHANGE 1/8/85	Name at	Mae Bown	der to RFV4	MICHALIN	CERT A PO	ors 19 0 5.	All rights re	earred.	_					-		
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FINANCIAL TIMES SURVEY

June 2 19k

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n five short years the Czechs have transformed the most orthodox centrally planned system into the most deregulated and privatised of the former communist economies, No other country has done as much to roll back what the prime minister. Vaclav Klaus, describes as "the paternalism of the state". In the process the Czechs have liberated not only the economy but also themselves, respiring much of the self-confidence that Nazi

> The greatest achievement has been the successful com pletion of the most ambitious mass privatisation programme ever underfaken anywhere. Millions of citizens have become shareholders in a massive transfer of assets from the state to individuals and private investment funds,

invasion and more than 40

years of communism had

The government's hoast that in private hands is, however, an exaggeration. The National Property Fund still holds big stakes in many partly privatised companies and sits in corporate boardrooms alongside private shareholders, who

But after four years of recession the largely privatised but under-capitalised economy has started to grow again, although personal incomes appear to be rising faster than productivity and thousands of enterprises still need modernisation and

restructuring Meanwhile, the Czech koruna has become one of the most stable currencies in Europe and is heading towards convertibility. The service sector in particular is booming. Most of the state banks have been privatised and re-capitalised and have been joined by more than 50 banks, some of which are small and poorly

A paperless stock exchange and electronic goer the counter market are in place, although as yet uncertain about their

Construction and industrial output are also picking up, boosted by more than \$3 in of foreign investment which is prime minister's dominant





Direct foreign investment As of December 31, 1994; \$3.1 https://doi.org/10.1001/ By country of origin Germany 36.2% Belgium 6.1% Others 18.0% 11.6% Food 9,3%

Change aided by winds of recovery

omy and bind the country ever closer to the west. Membership of the European Union around the turn of the century awaits the nod from Brussels. What, some government ministers ask, is there left to be done?

The answer, inevitably, is a lot. Some politicians show a worrying tendency to equate the end of coupon privatisation with the end of history. But with general elections due next year the political debate is starting to focus more sharply on economic issues. "It is not enough to be triumphalist about the economy," says Vladimir Dlouhy, the trade and industry minister. "There are a thousand small things to be

economic reform at the enter-Differences within the coalition on economic policy are growing, in a battle between agmatism and ideology. Mr Diouny's small Civic Democratic Alliance party is trying to distinguish itself from the

done to ensure the success of

The transfer from command economy to deregulated market is moving into its second phase. Vincent Boland looks at its development

Mr Dlouhý points to a swelling trade deficit, which he esti-mates could reach Kc80bn (\$3bn) by the end of the year, as evidence of some still deep-rooted weaknesses in the economy. This gap is usually masked by revenue from tourism which earned more than \$2bn last year. But Mr Dlouhý fears that the Czech economy is losing its competitive edge. "Productivity and microecopresents the anti-regulatory nomic competitiveness are the

sets the tone of economic pol-

Up until now, an undervalued koruna has artificially protected industry from competition. It has allowed exports to compete on price rather than higher quality.

But full current account convertibility, which the Czech National Bank proposes to introduce by July, is likely to helping to modernise the econ. Civic Democratic Party which force the pace of restructuring

as koruna appreciation exposes

Gross domestic product grew by 2.6 per cent in 1994, while inflation was halved to just under 10 per cent. Further growth of about 3.5 per cent is expected this year. But reducing inflation will be impossible without higher investment and microeconomic changes at the enterprise level, the Czech National Bank believes. The need to combat inflation

government with a dilemma. It main problems," he says. is faced with often contradictory demands for official action to help exporters, liberate wages and the labour market, regulate monopolies, crack down on insider trading and rogue stockbrokers and even to keep "jewels" such as SPT

Telecom in domestic hands. But the whole point of coupon privatisation was to leave the separation of good and bad

companies to the market. This is a task for managers, shareholders and bankers, not gov-

ernment. Mr Klaus argues. The problem is that the rules governing the economy generally, and the capital markets in particular, were drawn up to facilitate the mass sell-off of state assets. Now that this has been done many argue that new guidelines and rules are

Coupon privatisation gave enormous power to the investment funds which underwrote its success. But it created a unique capital market structure which is still in the early stages of development.

One problem, for example, is the lack of stock market liquidity caused by a fear among investment funds of diluting their shareholdings and a reluctance to sell stock. Ownership remains more important than returns for investors to

many of the inexperienced par-

ticipants in the market. Regulations do exist, but enforcement is weak, again due largely to lack of experience. Creating a framework that would ensure proper regulation of markets "is something we have not spent enough time thinking about", says Zdenek Bakala, chairman of the investment bank, Patria Finance. The government does not necessarily have to invent new regulations, bankers and investors say. It just has to facilitate implementation of the few ground rules needed to

see that all parts of the capital market work more or less in harmony. To do so could even be politically desirable. Jiří Kunert, president and chief executive of Zivnostenská Banka, the first Czech bank to be priva-

tised, says: "The government

must be aware that if some-

or a bank, people will not blame the managers. They will blame the politicians." The country is moving into

electioneering mode ahead of next year's June general elections and two items currently dominating the privatisation schedule could yet shape camnaign issues. They are the \$1bn flagship telecoms privatisation deal now being finalised and the planned \$700m investment in the country's two main oil refineries by foreign oil compa-

Both have sparked an intense debate about the desirability of giving domestic shareholders, industries and banks a bigger say in the future of these key industries or of keeping them in local hands altogether.

Mr Klaus, the prime minister, now goes out of his way to reassure foreign investors, and Czech voters, that foreign investment has been good for the Czech Republic, while refusing to grant concessions which would give foreigners an

- INCTHIS SURVEYS. Economy: Industry Policy and its makers The stock market The brewing industry. The truck industry **Profiles** Industry: Skoda Pizen Skoda Autom CKD Praha Holding Pavel Kavanek of the CSOB Obchodni Banka Zdenek Bakala of Patria Finance Dr Richard Salzmann of Komerčni Banka Ceska Sporitelna Business fact file Editorial production:

unfair advantage over local

But foreign investment has developed a bad image among many ordinary Czechs. Disillusion set in after Volkswagen curtailed its big investment in Skoda Auto in 1993, expensively hired American managers failed to pull round the ailing Tatra truck plant and Air France pulled out of Czechoslovak Airlines last year.

Daniel Arbess, managing partner in Prague of White & Case, the US law firm, believes Czech expectations of foreign direct investment in the early days were too high, so disappointment when some went wrong was all the greater. The government has played something of a role by allowing the record not to reflect accurately what these deals

entailed," Mr Arbess says. Czechs are proudly sceptical people. Many feel they can get by on their own without relying on foreigners. Their "velvet revolution" has entailed relatively little dislocation.

The next few years will show how fast they can reap the fruits of the new private economy that they have created through their own brand of popular capitalism.



THE CZECH REPUBLIC ['chek ri'pablik] • Premier Václav Klaus; population of 10,5 million; stable government; parliamentary democracy; balanced budget; GDP 2.5%; stable exchange rate 1 USD = 27,8 CZK; low inflation 10%; low unemployment 3,1%; high foreign currency reserves USD 8,4 billion; low foreign debt USD 9,1 billion; average monthly salary 7.000 CZK; PSE market capitalization USD 12.4 billion; 80% economy in private hands; skilled and educated work-force; convertible currency; free repatriation of profits; tax treaties: U.S.A., Netherlands, Cyprus and others · History: from 5th to 6th century arrival of Czech tribes; from 9th to 10th century establishment of the Czech state, 1355 Charles IV, Roman-Emperor and King of Bohemia: 1348 Charles University of Prague founded: 1918 proclamation of Czechoslovakia: 1968 Prague Spring: 1969 proclamation of the Czech Republic: 1977 Charter 77; 1989 Velvet Revolution, beginning of democratic changes in society; 1990 the Czech and Slovak Federative Republic: 1990 establishment of HC&C. The Bill of Rights: 1992 first wave of privatization; 1993 dissolution of Czechoslovakia and establishment of the independent Czech Republic, 1994 signature of Partnership for Peace agreement; affiliated member of EU; completion of second wave of privatization: municipal elections confirmed Czech citizens strong support for market economy in November 1994.



HARVARD FUNDS [haved fandz] • closed funds; established in 1991; one of the largest funds in the Czech Republic, 10% market share; licensed and approved investment funds by the Ministry of Finance, the Czech Republic; member of the Association of Investment Funds and Companies; largest shareholder of Harvard Funds, Harvard Brokerage Services, fund manager: Viktor Kozeny, education: Harvard University: fund management company; Harvard Capital & Consulting, Prague, the Czech Republic, established since 1990; over one billion USD in assets under management; 23 investment funds; largest funds: Harvard Dividend Investment Fund and Harvard Growth Investment Fund; listings: Prague Stock Exchange; brokerage, transfer agent and market maker, Harvard Brokerage Services, member of Prague, Bratislava and Moscow Stock Exchanges: largest holdings: utilities 25%, financial institutions 22%, telecommunications 18%, chemical 12%, other 10%, pulp and paper 6%, construction 4% and consumer goods 3%; return based on initial price of voucher book: two thousand eight hundred and fifty percent, 2.850% (from May 1, 1992 to December 16, 1994: 1.035 CZK, i.e. the price of a voucher book), average annual return three hundred and fifty percent, 350%; discount to Net Asset Value 62% as of 16 December, 1994 on PSE tlast trading day for the year. December 16, 1994); dividend per share 132 CZK.

Harvard Funds

The Czech Republic

he Czech Republic has and banking sophistication. earned a well-deserved reputation as a beacon of macro-economic stability and low unemployment in the turbulent post communist world. Five years of monetary discipline and fiscal rectitude have created a solid basis for

But the emphasis is shifting to the micro-economy where enterprises need to be revamped and a weak and largely unenforced regulatory framework needs to be given real teeth. The banking system, with too many small, under-capitalised institutions, also needs further rationalisa-tion. Meanwhile the stock exchange, which enjoyed a brief speculative bubble in late 1993 and early 1994, fuelled by foreign investors, remains hobbled by a lack of transparency and the reluctance of ordinary Czechs and many of the invest-ment funds to trade their

newly acquired paper assets. With an estimated 80 per cent of the economy in private hands, or at least partially privatised, the financial system will need refinement and additions before it can provide the newly privatised enterprises and build on the Czech tradition of engineering excellence

resumption of economic growth has been accompanied by large and potentially destahilising inflows of foreign capi-tal. This has provoked an intense policy debate which is likely to become more politicised as the general election looms. It is a debate between those, such as the prime minister. Vaclay Klaus, who want to retain nominal exchange rate stability as the policy anchor. and those such as Jozef Tošovský, governor of the Czech National Bank (CNB), who argue that a broader fight against inflation should be the

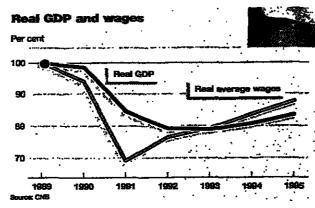
Meanwhile the recent

Unlike other post-communist states the Czechs never suffered the ravages of hyperinflation. Inflation reached 20.8 per cent on an annualised basis in 1993, due to a surge in the first quarter after introduction of value added tax and the split with Slovakia, but dropped to 10 per cent last year.

But the long-term aim of reducing inflation to single digits, and eventually down to about 3 per cent in line with average EU inflation, is likely to remain stubbornly out of reach in 1995 against a background of strongly rising real incomes and domestic demand.

Growth has provoked a policy debate, says Anthony Robinson

Inflation fight a priority



Until 12 months ago the regime of balanced budgets and tightly controlled money supply operated against a depressed macro-economic backdrop of declining gross domestic product. This statistical decline masked structural changes and rising real incomes as the Czech koruna -nominally fixed to a "basket of

currencies" in which the

D-mark accounts for two-thirds

of the weighting and the US dollar one third - appreciated in real terms against leading currencies such as Sterling and the Italian Lira.

The debate on economic strategy coincides with a sustained rise in global trade and higher export demand from reviving EU markets, in particular Germany, which has fuelled economic growth throughout central Europe.

But thus far Poland, Slovakia and latterly Hungary have benefited more than the Czech Republic - surprising given Czech contiguity with Germany and Austria, and the increasingly close links with its German-speaking neighbours. Last year, for example, more than 48 per cent of foreign direct investment into the Czech Republic came from Germany and a further 9 per cent from Austria. Domestic factors, not

exports, lay behind last year's 2.6 per cent GDP growth after four years of decline. The main stimulus was a 7.8 per cent rise in domestic demand at constant prices, according to the CNB. Furthermore, 54 per cent of the increase in domestic demand was covered by increased imports of goods and services, the bank added.

This is reflected in a deterioration in the foreign trade component of the current account. which shifted from a surplus of \$343m in 1993 to a deficit of \$436m last year and a deficit of



\$231m in January 1995 alone. The rising deficit is not yet a problem, and was more than offset by last year's \$2.4bn income from tourism and continuing strong inflows on the capital account. But it does raise questions about the competitiveness of the Czech economy, whose enterprises appear to have restructured less than Polish companies, which have depended mainly on their own

resources, or in Hungary, which has been aided by \$8hn of foreign investment over the past five years.

Another negative aspect of the Czech Republic's consumption-and inventory-led recovery is the relatively low level of investment. The growth of investment slipped to 4.4 per cent in 1994 from 7.7 per cent in 1993, despite a substantial improvement in the financial health of the enterprise sector. Last year the gross profits of

Czech enterprises more than doubled from Kc39.1bn to Kc82.3bn. The CNB also noted a sharp fall in inter-enterprise pad debts, whose accumulation was a worrisome feature of the early years of transition, which stemmed from a reluctance to push loss-making state-owned enterprises into bankruptcy and liquidation.

The rising tide of economic growth, which accelerated over the second half of 1994 and is conservatively expected to reach between 3.5 and 4 per cent this year, clearly helped to prop up weaker as well as stronger enterprises. State sub-sidies to industry dropped from 8.4 per cent of total financing needs to 4.1 per cent last year. Companies were also better placed to fund their own investment plans. Overall,

enterprises financed 53.3 per cent of investment from their own resources, up from 67.6 per cent in 1993.

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Despite persistent com. plaints about high hank charges and interest rates enterprises also raised their borrowing from banks, cover-ing 20.5 per cent of their investment needs from the banks, compared with only the per cent in 1993, according to the CNB.

Most important of all, the resumption of growth appears to have stimulated higher labour productivity. The CNB estimates that productivity in industry rose 5.2 per cent last year and 6.7 per cent in con-struction. In January alone an 8.4 per cent jump in habstrial output was achieved with a lower labour force than a year ago. Labour productivity

jumped 10.4 per cent.

If this trend continues, scepticism about the speed and extent of microeconomic restructuring could prove mis-placed. But higher productivity will be difficult to sustain with out sharply higher investment and a special effort to remove the infrastructural and other nottlenecks which the central bank believes is essential if non-inflationary growth is to be assured.



From now on we should adopt a tougher yardstick'



Karel Dyba, minister of the economy: 'emple

itler insisted that Czech industry should make more guns. Stalin ordered it to make the steel and heavy machine tools need to re-equip war torn Russia and industrialise his new central European empire. Between them they managed to pervert the natural course of industrial development in Bohemia and Moravia, among the most highly industrialised "metalhashing" regions of Europe for almost half a millennium.

Bohemian industry, centred around Prague and the mining and metallurgy-based towns around Ostrava, and Moravian industry concentrated in the suburbs of Brno. draws on centuries-long experience in fine glass, high quality armour and weapons and precision engi-

As a result the first Czechoslovak republic became of one of Europe's most advanced economies. In the inter-war years it specialised in high

	Total	Mining Manufacture	Agriculture	Construction	Wholesale Retail	Financial services	Health Social
	}	Electricity Gas, water		}	Trade Repairs		work
1990 1993	5,351 4,853	2,113 1,710	629 331	403 453	524 609	25 65	260 263
% change	-9.3	-19.1	-47.4	+124	+16.2	+132.1	-6.1

Anthony Robinson on investment and industry

New energy arrives

ury glass and consumer goods, motor cars and trucks, special steels, arms - and a wide range of engineering products. It was a high value added product mix suited to a landlocked country with limited

industrial companies were nationalised by the communist regime and forced to develop a heavy industrial bias. They became increasingly dependent on Soviet raw materials and markets and divorced from the rapid technological changes taking place in the west.

The communist era conse quently left the Czech Republic, and even more so Slovakia, with a plethora of over-sized, often technologically obsolescent plants geared to providing millions of tons of steel and thousands of tons of heavy machine tools as well as heavy duty trucks, nuclear reactor cores, trams and basic consumer goods.

One of the big question marks over the first five years of post-communist rule is whether the government has allowed enough "constructive seek new markets, socialist-era monoliths, such as the Tatra truck company, and the CKD tram complex, remain saddled with heavy, accumulating debts and hoping for an upturn in demand from the former Soviet bloc.

Instead of sanctioning the closure of enterprises, often the main source of livelihood for entire towns, the government opted to keep wages low in the still state-owned sector by a punitive tax on wage increases. Low wages reduced the cost of bloated payrolls. They also encouraged younger and more ambitious workers to seek better paying jobs in the fast-expanding service and

other sectors.

nies has been cut by between 30 and 40 per cent over the past five years. The Ostrava coal mines have cut back by 50-60 per cent," says Karel Dyba, minister of the economy. At the same time employment in the new financial sector for example has quadrupled and thousands of new tourism-related jobs have emerged.

ladimir Dlouhý, the min-

ister for trade and industry, is not so sanguine. "Over 3.000 state owned enterprises are waiting for liquidation. In the meantime they are sucking up subsidies and keeping people inefficiently employed," he says. Until now, he adds, "we have been comparing ourselves favourably with the other former communist countries in the region. From now on we should adopt destruction". While much has a tougher yardstick and compare our productivity with that of the EU countries we aspire

to join".
The signs are that with mass privatisation now formally over, managers of the newly privatised companies will act more determinedly in future to cut costs and raise productivity. They are expected to shed excess labour, invest in new plant and equipment and attract foreign partners.

Last year alone newly privatised companies borrowed \$1.6bn from foreign banks to finance their development plans. Over the past five years foreign direct investment amounts to \$3.47bn. The biggest single investment is by Volkswagen which has attracted a raft of collateral Millions of workers have investment in the components voted with their feet. "Employ- sector. Not surprisingly, for-

eign investment in the auto sector as a whole accounted for 22 per cent of total foreign investment, with consumer goods industries and tobacco absorbing a further 20 per cent Foreign investment has been

encouraged by the republic's low foreign debt, stable currency, cheap skilled wage rates and proximity to Germany and other EU markets. These advantages are also recognised by the principal credit rating agencies which have given the Czech Republic investment grade rating - something unique among former communist states.

"Until now we've had to restructure industry and the economy in the teeth of a recession. Now we are completing the process aided by the fair wind of an economic recovery. That is a big difference." says Mr Dyba, a long-time friend and colleague of Vaclay Klaus, the prime minister.

Mr Dyba is also in charge of the steering committee set up to supervise privatisation of the telecommunications industry, which should shortly see an injection of \$1bn and much new technology. His colleague Mr Dlouhý is in a similar political hot seat as he seeks an industrially sound and politi-cally acceptable deal for modemisation of the petro-chemical industry which could involve a \$700m foreign investment in another key sector. Another big foreign financ-

ing in the pipeline is expected to provide \$250m for construc-tion of a high-tech mini steel mill at Nova Hut steel works in Moravia which will cut the Czech Republic's reliance on imports of Slovak flat rolled steel and is part of a wider

The combination of foreign financing and know-how for the modernisation of specific key sectors and the efforts of thousands of newly privatised Czech-owned companies. should inject new energy into economic restructuring over the rest of this decade.

It is this prospect which leads foreign observers such as Charles Harman, chief executive of MC Securities, the newly formed London-based investment bank which has a 49 per cent stake in Prague's Patria Finance, to conclude the the Czech Republic has "the best business environment in the post-communist world".

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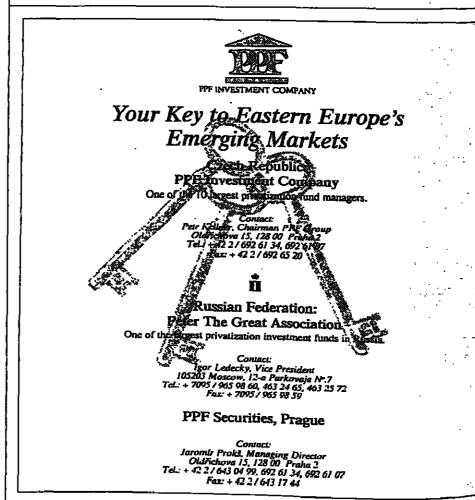


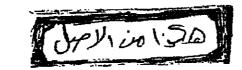
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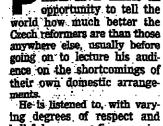
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Anthony Robinson looks at the republic's financial policy and its makers

Central bank plays a pivotal role



rime Minister Vaclav

Klaus never misses an

DAY JUNE 2

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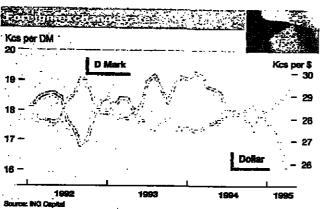
pite persistent

ing degrees of respect and belief, because as finance minister and latterly as prime minthe main architect of the Czech Republic's reversion to what he likes to call a "normal country" with a "standard market

Despite the gap between Mr Klaus's free market rhetoric and the reality of considerable government interference in many "non-standard" ways -including tight wage controls enforced by punitive taxes and a marked reluctance to allow loss-making state enterprises to fail — his forceful political leadership, support for mass privatisation and Thatcherite single-mindedness have gained him broad support at home and fame abroad.

Less well-known is the contribution made to Czech financial and monetary stability by the Czech National Bank whose highly respected gover-nor, Jozef Tosovsky, has a powerful but subtle influence on policy making and execu-

Mr Tosovsky, is very tall.



cultured central European bankers – men such as Karel Englis, the inter-war Czechoslovak finance minister and central bank governor who helped to ensure that Czechoslovakia remained an island of stability when neighbours such as Germany and Poland were engulfed by the hyper-inflation and political turmoil from which Adolf Hitler derived such fatal advantage.

At the time of the "velvet revolution" Mr Tošovsky, then just 39 years old, was relieved of his job as deputy director of very soft-spoken and very Zivnostenká bank and clever. He is in the tradition of appointed president of the ary 1993 when plans for a customs and currency union between the Czech Republic and Slovakia broke down.

Faced with a run reserves, he moved fast to shore up the Czech Koruna with foreign loans. However, within a year he faced an embarrass de richesse as the new republic's financial stability, and relatively high interest rates, attracted an inflow of foreign currency which pushed the national bank's reserves up from about \$400m in early 1993 to \$8.5bn at the end of April this year, after early repayment last year of more than \$1bn of loans from the International Monetary Fund.

nder the Czech system of government, the governor of the central bank, together with the head of the government's statistical service, sit in at cabinet meet-They have the right to speak.

but not to vote. When Mr Tosovsky speaks the politicians - who include a fair sprinkling of professional economists such as Karel Dyba, the economics minister and economic literates such as Vladimir Dlouhy - the minister of

Total (inc. commercial

trade and industry, listen care-

The central bank president usually confines himself to monetary and financial issues. But on occasions he has been known to launch into a finely argued political assessment of issues under discussion. Mr Klaus - who is a subtle politician and respected by cabinet as a fair but forceful chairman who accepts with grace being placed in a minority by cabinet decisions – listens hard.

In recent months debate has focused on the exchange rate and proposals for currency convertibility. Mr Klaus, aware of the elections coming up in 1996 and naturally cautious, has argued in favour of maintaining the fixed nominal exchange rate as the main policy anchor and says market forces will ultimately dictate

The debate is about whether laissez faire will bring about the little switch towards investment and export-led growth that we need," Mr Tošovsky says.

the shape of the economy.

Meanwhile, the once heavily under-valued Czech Koruna terms, given the gap between domestic inflation and infla-

tion in Germany and other EU trading partners. As for convertibility, a new law is currently going through parlia-

ment.

"By early July, or the autumn resumption of parlia-ment at the latest, the Koruna should be convertible for most current account transactions together with liberalisation of many capital account items,"

Mr Tošovsky says.
In effect the debate has moved on Next year's budget will again show a surplus. although personal and corporate income taxes will be cut back from a maximum of 41 to

a maximum of 39 per cent. The main issue is how to ensure that inflation remains nomic growth has returned

and real incomes are starting to rise sharply. The problem is that the engines of resumed growth are higher domestic spending and higher inventories, which are sucking in imports. At the

ment and exports is moving Mr Klaus is inclined to leave things to the market, and specifically to the managers and owners of the newly privatised

same time growth in invest-

Mr Tošovsky, who is backed in this by the trade and industry minister, argues that the government should do more to promote exports, encourage investment and remove bottlenecks to growth.

This includes the hoarding of labour and resources by thousands of state-owned enterprises which are being propped up by a variety of government

Meanwhile, the main concerns of those in the financial community outside the charmed circle of the cabinet are to ensure that, with mass plete and a decade of growth in prospect, the government puts teeth into the regulatory mech-

These will be especially eded if the next stage – public utility privatisation - is to proceed smoothly.

anisms.

Vincent Boland on the sales of SPT Telecom and two oil refineries

Deals on a daunting scale

Two deals, which between them could raise by half the amount of foreign direct investment into the country since 1990, are currently dominating the privatisation

The imminent sale of a 27 per cent stake in SPT Telecom to a foreign strategic partner and a proposed \$700m investment in the country's oil refining industry by a consortium of western oil companies are proving to be something of a

The SPT sale, likely to fetch \$1bn, necessitates the introduction of a complex tariff and regulatory policy that will govern telephone prices up until the end of the decade and will set the ground rules for the entry of competition in to the

The economy ministry has won praise from the five inter are bidding for the stake for the openness of the tender, but bidding company executives privately express concern that the future regulatory environment is still not clear.

This makes it difficult for the bidders to assess the nature of the telecommunications market beyond 2000, when SPT will lose its monopoly of telecoms

Final binding bids for the stake were due to be submitted by May 31. The bidders are: TeleDanmark, which has made an opening offer of \$900m for the stake; • Stet International of Italy.

which offered \$950m: and three consortiums: Telfar, grouping France Telecom and Bell Atlantic

 CeTel, grouping Deutsche Telekom and Ameritech (\$1.05bn);

and TelSource, grouping

PTT Telecom Netherlands and Swiss Telecom (\$750m). AT&T of the US has an asso-ciation with the TelSource consortium, while British Telecom is unofficially associated with the TeleDanmark bid.

The size of the final binding bids is expected to change, especially given the gap between the highest and lowest. "One billion dollars looks like being the benchmark," says a banker advising one of

Once the winner is chosen it is expected to be given wide management control of SPT in ment plan for modernisation of the country's phone network that sets stringent targets for expansion of lines - currently about 18 per 100 people - and for reduction of waiting lists. Some 600,000 Czechs are cur-

The company will need to borrow heavily to finance its modernisation. Czech bankers will have a fight on their hands to grab as much of that business as they can.

state bank of Czechoslovakia

in December 1989, immediately

after the collapse of communist

With the dissolution of

Czechoslovakia in January

1993 he stayed in his office on

Na Prikope, Prague's equiva-

lent to London's Threadneedle

Street or Zurich's Bahnhof-

strasse, as founding president

of the new Czech National

Mr Tošovsky was responsible

for overseeing the replacement

of the former Czechoslovak

currency by two separate

national currencies in Febru-

As guardian of the currency,

power in the country.

The privatisation of the Chemonetrol and Kaucuk oil refineries has raised different arguments. Again the deal involves the potential sale of a strategic industry to foreign

Czech oil interests are substantial, powerful and entrenched, with roots going back to the days of the Comecon trading bloc, and have resisted the sale. rently waiting for hook-ups,

One of the aims of the sale of

The government announced its longawaited plan for the future of the Czech telecommunications industry only last September

which can take two years to be

The SPT sale is proceeding remarkably quickly given its size and complexity. The government announced its longawaited plan for the future of the Czech telecommunications industry only last September. The sale has not been free of controversy, however. Telis, a small Czech telecoms group. tried to have the tender stopped because it claimed it had been unfairly excluded

from bidding. Moreover, Karel Dyba, the economy minister, has been forced many times to defend the decision to introduce a forpartner against assertions that the country has both the resources and management skills to modernise SPT with-

"I think the government seriously underestimated the extent of local feeling on this issue," says a Czech banker. It remains to be seen what involvement, if any, Czech banks will have in the future

the refineries is to lessen the country's dependency on Russian oil, which currently supplies all its oil needs.

A new pipeline is being built from Germany to supply Chemopetrol and Kaucuk with fresh sources of crude from Middle Eastern supplies. The refineries are in need of modernisation, however, hence the search for new investment.

The western consortium known as International Oil Companies (IOC), comprises Shell, Conoco, Agip and Total, and has exclusive negotiating rights until June 30, when a deal is supposed to be con-

The negotiations concern the sale of 49 per cent of the two refineries, whose assets will be combined for the purposes of sale, to the IOC for \$173m. A \$520m investment programme over a five year period would then be co-financed by the IOC and Unipetrol, the new statecontrolled company that will retain a controlling 51 per cent

ations is being advised by CS First Boston, the investment bank, and White & Case, the

Chemapol, the importer of Russian oil, has opposed the sale to the IOC and made its own offer last year to the government on the refineries' future. Uncertainty over Chemapol's financing arrangements, however, eventually led the government to reject the proposal. Supporters of the Chemapol offer touted it as the "Czech way", which sparked a debate over the respective merits of domestic and foreign cap

Chemapol promised to keep the refining and petrochemical interests of both Chemopetrol and Kaucuk together, whereas the IOC offer calls for them to be split with the consortium buying only the refining divi-

the entire refining and petrochemical industry will be transformed. Unipetrol will assume control not only of the refineries but also of the petrochemical divisions of Chemopetrol and Kaucuk as well as retailing chain.

It will be the task of Unipetrol management, which has not yet been appointed, to oversee the restructuring of both the petrochemical industry and, in association with the IOC, the refineries. That task is enormous. The industry is estimated to need at least \$1bn for

Negotiations have continued for almost a year and deadlines have been postponed several times so far. The gap between the two sides has narrowed but differences still remain over environmental liabilities, the value of the assets under nego-tiation, and transfer pricing. Failure has been predicted sev-

Finding a solution that is "advantageous for both sides" is not easy, says a non-committal Dusan Nepejchal, general director of Chemopetrol.



End of a monopoly: the winning bid is expected to be given wide control of SPT in order to moderise the country's phone network





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he Czech banking sector was the first key industry to be partially priva-tised and restructured when

economic reforms began. The old Czechoslovak State Bank was relieved of its commercial

and foreign exchange and trade arms to become a central

bank proper (its descendant in

the Czech Republic is now the

three big commercial banks -

Komercni Banka and Inves-

ticni Banka, now the main

hankers to industry, and Ces-

koslovenska Obchodni Banka

(CSOB), the Czech and Slovak

trade bank. A special state-owned institution called the

Consolidation Bank took over

much of the bad debt these

new banks inherited, enabling

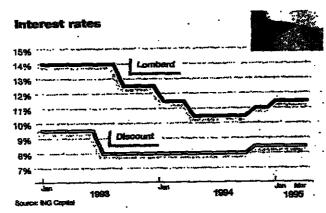
them to recapitalise and begin the task of becoming standard

The slimming down created

Czech National Bank).

In spite of reforms, the banking sector is still dominated by the 'Big Four', says Vincent Boland

Still no room for the smaller operator



universal banks. At the same time new banks tions of running a cartel. Second, the market lacks a midwere encouraged by a liberal licencing policy from the CNB sized banking tier. Few midso that today just under 60 sized institutions lie between banks operate in the Czech Republic in a fiercely competithe Big Four and the numerous small banks set up to compete

Yet, despite wide financial sector reform since the early days, the country has what one Prague banker calls "a deeply disfunctional banking system".

There are several reasons for this. First, Komercni, Investicni and CSOB, along with Ceska Sporitelna, the savings bank, retained a virtual monopoly of their respective markets, leading to accusaelsewhere.

Finally, the rapid expansion of the sector has led to heavy investment in new technology. branch networks and personnel but not necessarily to an improvement in service. The country is overbanked and, Third, Komercni, Investicni arguably, underserviced. and Ceska Sporitelna have

Jiri Kupert, president and chief executive of Zivnostenská Banka, a niche operator and the first Czech bank to be privatised, says the Big Four "are running the country and it is still hard [for others] to break in to the market". Zivnostenská, one of the few mid-sized

banks, is luckier than most. It is 40 per cent owned by BhF Bank of Germany and is active in joint venture financing as well as having a sizeable fund management and investment panking arm.

Executives of the main banks reject the claim that they have a monopoly of busi-"I want to energetically that there is a cartel, says Richard Salzmann, chairman of Komercni Banka. "All the banks compete." example, he says that his bank is gaining market share in foreign trade while CSOB is winning more and more corporate

They point out that in many countries the banking market is dominated by two, three or four big institutions with smaller banks becoming niche operators in those markets. This is a fact of life that small banks will have to get used to

and exploit, they say.

Attempts by smaller banks to establish a firm foothold in the market have been faltering. Sometimes the only lending opportunities are those rejected by the Big Four or the foreign banks that have set up in Prague. Taking on these Banking: credits and deposits 1994 Investical 14%

risks can prove disastrous.

In 1994 two small banks AB Banka and Kreditni a Prumyslova Banka ~ collapsed because of securities trading losses and poor lending decisions. A third, Banka Bohemia, at the time a substantial midsized institution, issued \$10n in fake securities abroad. The CNB, embarrassingly, was alerted to that crisis by the US Securities & Exchange Commission. Criminal charges are pending against former Banka

Bohemia executives. Banking supervision was beefed up after these crises,

and the central bank stopped issuing new licences. The CNB has since moved swiftly to stem other impending disas-

was at Agrobanka, a mid-sized private bank that flirted with disaster last year. It is still under CNB supervision, along with about six other banks, including the three that failed in 1994.

Ota Kaftan, head of supervision, believes the operations of Czech banks has improved markedly in the past two years, with managers and own-

Profile: Pavel Kavanek, chairman of CSOB

ers more cautious and less interested in quick returns ontheir investments.

The main Czech banks have raised their capital adequacy ratios to Bank of International Settlements levels quickly over the past four years. And, piggyhacking on the country's coveted investment grade rating, Komercni Investioni and CSOB all raised syndicated loans at competitive rates in

Pavel Kavanek, chairman of CSOB, believes the danger for the Czech banking system is over. "Banks should be big gainers early in the cycle frum the upturn in the economy," he

age mergers among the small banks with the intention is building up the mid-sized se tor. It also encourages fereign banks seeking to enter the market to look at acquiring existing banks.

An example of this policy is the recent acquisition of a 5 per cent stake in Banka Hana a Moravian bank, by Kredletbank of Belgium.

Most foreign banks in the country have followed existing clients in to the market to finance joint ventures but some, such as Bayerische Vereinsbank and Bank Austria, are expanding by estab-lishing modest retail brench networks. Foreign banks are also luring much of the hest business away from Czech corporate customers by offering products, such as derivative and hedging, that many Czech banks are still inexperienced at providing. This might cost Czech hanks customers but it has its positive aspects, western bankers say. Nicholas Teller, director of

the Prague office of Commerzbank, believes the influx of foreign banks has given a substantial transfer of know-how and skills to the Czech banking sector. "We are talking to Czech banks today about products they wouldn't be talking to each other about if we were not here," he says.

Profile: Obchodni Banka

large investment fund manage-

ment arms through which they

control big stakes in the coun-

try's leading companies. This,

rivals claim, allows them to

force lending decisions on com-

pany executives, who are thus

prevented from seeking more

competitively priced resources

A foot in both camps

Throughout the former communist world, the most "westernised" bank staff and the most sophisticated understanding of modern banking tend to be found at the former monopoly foreign trade banks, such as Poland's Bank Handlowy or Hungary's Magyar Kulkereskedelmi Bank.

The trade banks were the only banks permitted to operate abroad with carefully chosen staff who were judged smart enough to absorb the techniques of western banking, but politically reliable enough to keep their experience to

The Czech Republic is no exception and the former monopoly foreign trade bank Banka (CSOB), although the smallest of the big four banks. is rapidly gaining a reputation as the best run and the most

profitable among them. This will be an important considerations within the next few months when the institution is slated for partial privati-

"Banking is all about risk assessment," says Pavel Kavanek, the bank's partially US-educated chairman. "We were around at the time of the Herstatt bank collapse in 1974 and other spectacular failures. We

learnt the hard way about exposure to risk," Mr Kavanek reserves. But it is cumbersome

CSOB specialises in trade finance and its core business is concentrated on the top 100 Czech companies. Its emphasis is on increasingly sophisticated services, such as structured finance and investment advice, treasury, custody and corpo rate banking to the top end of

The bank has a unique dual status as a Czech and Slovak institution

the market.

"We are net borrowers of funds from the inter-bank market and will probably remain more narrowly focused than other banks which have set out on the universal bank trail," Mr Kavanek says.

The bank's now unique dual status as a Czech and Slovak institution puts it in a strong position to take advantage of the expected end of the Ecu-denominated clearing account trade system which has regulated Czech-Slovak bilateral trade since early 1993.

The system prevented the feared collapse in bilateral trade in the early days of the divorce when both countries

and needs replacing with nor-

mal trade and trade financing. "With our experience and strong presence in both countries we will be able to offer the lowest transaction costs and gain the highest volume, Mr Kavanek says.

"The resumption of normal trading means we can be flexible and offer longer-term credits and better terms," he adds. Slovakia - with competition

from foreign banks less intense than in the Czech Republic ~ already generates more than a third of revenues, "Slovakia's strong export-led growth vindicates the decision of both governments to keep the banking link through Obchodni," Mr Kavanek says.

CSOB strengthened its inter-national and domestic position last December through a merchant banking joint venture with NM Rothschild, the Lon-

don investment bank. For CSOB, the link establishes it in areas such as privatisation, mergers and acquisitions and corporate advisory services, where it had no previous experience. "It was a good step and is working well," Mr Kavanek savs.

Anthony Robinson | financial system.

Economists emerge from obscurity

Prague spring by Soviet tanks in 1968 was followed by the triumph of mediocrity as many of the most talented Czechs and Slovaks either emigrated, were jailed or resigned themselves to cultivating their private or professional interests. Top jobs in all professions were allocated on the basis of political loyalty or quiescence. Competence was only a marginal requisite of

The events of November 1989 cleared away this accumulated human deadwood and opened the way for the rapid promotion of energetic and ambitious people capable of guiding the transition to a market economy. Obscure economists such as

Vaclay Klaus and Karel Dyba emerged from back room research departments to ecome politicians, ministers and economic reformers. Men such as the National Bank's Jozef Tošovský, Komercni Banka's Richard Salzmann and CSOB's Pavel Kavanek who had been beavering away in important but essentially technical jobs in the banking system - emerged to take over full responsibility for restructuring the banks and the entire

Mr Kavanek, a lean, intense man with a passionate interest in the theory as well as the practice of banking, spent a year as a senior foreign exchange dealer at Zivnostenka Banka in London in 1976 before returning to Prague to spend 13 years as the chief dealer in CSOB's foreign exchange department. In 1990 he was appointed

main board director responsible for the bank's capital and money market operations when the collapse of the communist regime opened the way for talented people to take their place at the top. In 1993 he was appointed chairman and chief executive.

His brief exposure to the Anglo-Saxon financial world chief foreign exchange dealer in constant touch with the global forex market, have ziven him a keen awareness of the cultural factors which are pushing the Czech financial system "in the direction of a German-style bank-based rather than UK-style marketased system"

After centuries of Austrian dominance under the Haps-



rous period for Czech banking is over

burg monarchy the 40 years of is now over, he believes. "The communist rule "were inst another crown around the head of the emperor," he says. ent has made the Czechs cautious and left them with a strong desire to control any risks, be says. "In the banking world this means constantly

checking the risk/reward analysis, getting the checks and balances in place and moving forward in a stable, cautious

The really dangerous period for the Czech banking system situation was dangerous during the economic downturn when we had to make provishould be big gainers early in the cycle from the upturn in

Another positive feature, he "is the great improvement in central hank supervision of the banking system". The Czech National Bank has moved fast to tighten

supervision both externally and within the commercial banks themselves since fraud

was revealed by the US regulatory authorities at the Bank of Robemia last year.

"Our proudest achieven is the development of our product range, especially in the safe custodian area both here and in Sloyakia," he says.

"This provides an important service to the capital market as a whole and requires a standard of service equal to that available from western banks. We have proved ourselves with clients such as JP Morgan and are bigger custodians han ING bank.

He says that the shortage of skills remains the biggest problem for the bank. "Our people have grown much more confident but I would love to have a queue of good bankers

"Instead we spend a money on training people, and aggressive rivals such as ING ruefully, giving another clear hint that, in the Czech market, it is the hungry foreign banks, rather than local institutions, that provide the strongest competition.

Anthony Robinson

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CZECH FINANCE, INDUSTRY AND INVESTMENT 5

Look at acquire acquire acquire acquirition of a captain of this policy acquirition of a captain of a captain

Profile: Sporiteina, the top Czech savings bank

Source of liquidity

The most popular form of savings in the Czech Republic remains the Ceska Sporttelna savings book. "There are 12m of the passport-sized documents in circulation, more than the Czech population, although many Slovaks retained their old accounts after the 1993 split," says Jaroslav Klapal, the bank's president. "Some people have two or three and open a new account for every new-born child. Some even read them at night for pleasure," he adds.

Old loyalties and the capillary impact of its 2,000 branches are the bank's strong point, although the number of branches has dropped by 800 over the past five years. The reduction follows the closure of. small: non-economic branches and the loss of 600 outlets in post offices when Investicni Banka took over Postovni Banka, the postal bank.

The very popularity of the bank demands a conservative approach to the business. Retail savers are a cautious lot. We noticed a reflux of savings back to us after the crisis surrounding Bank Bohemia, Agrobanka and other banks last year. We no longer have 100 per cent of the retail savings market, but we still have about 80 per cent. In total we attract about 37 per cent of all primary savings, including deposits of enterprises and business people," Mr Klapal

With such a strong deposit base Sporitelna (pronounced Spozhitelna) naturally became the main source of liquidity for the new interbank money market which emerged as part of tebna has invested heavily in the banking reforms and the training people to staff its wholesale licensing of new

"Roughly a half of our balance sheet of Kc358bn is devoted to the interbank market and roughly a third, or about Kcl20bn is lent to individuals and corporations," says Mr Klapal. "But we also have a. Kc50hn bond portfolio and play an active role in the bond market. We recently lead a Kc6bn bond issue for CEZ, the elec-

tricity utility, for example."
But Sportelna's exposure to the interbank money market at a time when the Czech republic is over-banked and heading for a painful consolidation process demands heavy provision-ing and careful monitoring of the banks borrowing funds.



Jaroslav Klapat: 'retail savers are a cautious lot'

cannot just stop our

activity with shaky banks'

from interbank lending, Spori-

internal credit rating section.

Mr Klapal is clearly aware of

the dilemma. "Interbank lend-

ing is a risky business. But we cannot just stop our activity with shaky banks. If we killed

them it would cause problems

the credit plug.

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"Last year we reported net for us too. But our commit profits of only Kc1bn after setment is not open-ended and we ting aside Kc7bn, bringing our periodically review ratings and total provisions for bad debts re-set credit limits for them," to Kc17bn, or 5 per cent of the he says. With the economy showing total balance sheet," says Mr

signs of growth, personal incomes rising even faster and Furthermore, as part of the bank's efforts to limit risks banks building up their bad debt provisions, the central hank believes that the bad debt Interbank lending is a problem is receding. That is especially good news for a risky business. But we bank such as Sporitelna.

But the awkward fact remains that the Czech republic has far too many banks to serve a population of 10.3m. Some of those expected to fail and face bankruptev or absorption by bigger banks in coming interbank creditors. Sporitelna's provisions are

other banks and we are only involved in lending to 20 out of likely to be tested in the months ahead. A question remains over whether they will the 59 banks in existence. The list is a closely kept prove to be sufficient. But commercial secret. But senior Sporitelna itself ought to be as officials in Sporttelna's competsafe as houses, especially with itor banks believe that not all its lending is voluntary and elections due in 1996 and so Sporitelna is obliged to conmany of the electors holding tinue funding banks whose Sporitelna savings passbooks among their most prized posuncovered exposure would lead to collapse if Sporitelna pulled

Anthony Robinson

An impressive force in the sector naccustomed as they are to public admira-

tion, most senior banking people prefer to remain invisible. Not so Richard Salzmann, doyen of Czech bankers. He had enough of being invisible during the 1970s and 1980s when, like many of today's leading reformers, he worked at the old Czechoslo vak State Bank. That was when, as he once said, he was "a man of influence but no power". Now he wields large amounts of both.

Dr Salzmann is chairman and chief executive of Komerční Banka (KB) which, along with the Czech National Bank, is one of the country's two leading financial institu-

A dapper, multilingual 66year-old who looks remarkably like a Swiss private banker, he is regarded as one of the great salesmen of the reforms in the Czech Republic, earning in the process a public profile that is

the envy of his peers. His leading role in presiding over the reform of the banking industry, one of the first tasks of the transformation process, and his continued influence are acknowledged today by other bankers. "He is the one whose voice is always authoritative and on whom many people rely for advice," says a banker who has worked with

Dr Salzmann took control of KB at a crucial time for the banking sector and for the entire reform process. The break-up of the central banking system in 1991 led to the creation of four new commercial banks from its various operational arms.

n any other subject Zdenek Bakala remains

him talking about the impend-

ing marriage of SPT Telecom

and its foreign partner, and

the chairman of Patria

Finance begins pacing the

bank, along with the UK's

Schroders, is advising Tele-

Danmark in the international

tender. As an announcement

"Winning the mandate [from

TeleDanmark] was an honour,

but it is not in itself a big

deal," Mr Bakala says. "Win-

ning the tender will put us in

the big league." As the only

fully Czech investment bank

acting in an advisory capacity

to a bidder, a Danish victory

tic banking scene.

winner nears, the ten-

in the city's Old Town.

sion is clearly mounting

in his seat. But start

Na Prikope, Prague's street of banks: Salzmann took control of KB at a crucial time for the sector Anthony Roll These were thrown in at the instinctively cautious and phildeep end of the new market osophical, established the bank system. A specially created as a supporter of its many ailinstitution called the Consoliing customers while making clear to them that money no dation Bank had taken the

longer grew on trees.
Other bankers acknowledge off its hands, but there was to be little further state help. that Dr Salzmann's expertise KB, the main banker to helped to turn KB around, and industry, simply had to survive regard it as a crucial achieveto avoid undermining other reforms and the confidence of ment of the reforms. "He took an institution that the country. It was not an easy

could have been a disaster and task, as the bank's customers put it on a sound footing," says a banker who knows him well. struggled to adapt to the market economy and the sudden Today KB is the dominant credit crunch. Dr Salzmann, force in Czech banking, but it

is not a one-man band, despite its close identification with Dr The bank has installed a

respected management team, and one which is generally regarded as the best among the privatised banks. "There is good communication among the management," says Martin Masek, head of research at CS First Boston in Prague.

KB is the house banker to leading companies such as SPT Telecom, the state telephone company, and has expanded into investment banking, fund

management and other finan-cial services. It is the third biggest listed company on the Prague bourse, with a market capitalisation of \$925m on May 9, and one of the most heavily

But its pioneering days may be over. As competition in the banking sector intensifies there are nearly 60 banks in Prague - KB is fighting to retain its market share. Several rival bankers say Dr Salzmann is a behind-the-scenes advocate of greater Czech - and therefore greater Czech banking – participation in two big privatisation transactions involving foreign investors, the sale of stakes in SPT Telecom and in two oil refineries.

He argues that KB, having weathered the initial storm, is now sufficiently liquid to consider big-ticket lending deci-

A more pressing interest lies behind such a decision - it stands to lose valuable lending business to the bankers supporting foreign investors. "SPT s our number one client." he

With SPT expected to spend several billion dollars on its modernisation programme over the next five years, the opportunities for lending will be immense.

The fear among local bank-ers is that most of the business will go abroad. While he supports the idea of a strategic partner for SPT, Dr Salzmann says: "There should be a share [of its advantages] for domestic interests, for example Czech

Vincent Boland

Profile: Zdenek Bakala, chairman of Patria Finance

Profile: Richard Salzmann, chairman and chief executive of Komerčni Banka

Filling a niche

in May last year after stepping down as co-head of CS First The sale of the SPT stake to a foreign telecoms group is Boston in Prague. His new venture has the backing of generating much excitement Hans-Jörg Rudloff, the former in Prague, probably nowhere more so than in Patria's office, head of CSFB who pioneered located in a renovated palace that firm's drive into eastern Europe's emerging markets, The one-year-old investment and who remains a key influ-

worst of the sector's bad loans

Mr Bakala's departure from CSFB stems from his disillusion with the changes forced on the firm after Mr Rudloff's departure which have curtailed its once-pioneering

Both Mr Bakala and Ivo Lurvink, CSFB's general director in the Czech Republic, attest that the split was "gentlemanly and mature".

"I really believe that Patria will do well and that there is in the tender would cement Patria's arrival on the domesroom for a local merchant bank," Mr Lurvink says. "We both have to live together in a Mr Bakala, a boyish-looking small market." And as in any 34-year-old, established Patria small market there will be the

occasional glitch. For example, Mr Bakala recently hired George Collins, CSFB's head of asset management, to play a similar role at Patria, a move believed to have irritated CSFB executives. Mr Bakala is convinced that

there is a niche in the Czech Republic for an investment hank such as his, operated by locals who speak the language and have intimate contacts in the country's reserved and conservative business world.

e is seeking to convince companies to use the stock market to raise new capital instead of relying on their own bankers.

He believes that several bond issues Patria has executed in the past year are get-ting the message across "that there is capital outside the

Patria lost one of its most important young executives in

February when Martin Ruzicka, head of equity trading who left CSFB with Mr Bakala, was killed in a car acci-

But its expansion in one year has been hectic. It has 47 staff engaged in capital markets activity, corporate finance, asset management, research, treasury, and support operations. By the end of the year the number should reach 60, the minimum Mr Bakala believes necessary to create a substantial operation.

But with the stock market in the doldrums, "that is a lot of mouths to feed", says one

Mr Bakala is an instinctive deal-maker and some bankers wonder if he has the patience to wait as long as it may take to fulfil his ambitions.

He is a friend of Viktor Kozeny, the entrepreneur who privatisation with the Harvard

investment funds. Both are

background and temperament. "I think Zdenek looked at Viktor and saw what he has done and wants to achieve something similar with Patria," says another banker. But as the Czech market

remarkably similar in age,

matures, opportunities such as those that Mr Kozeny has snotted and exploited are less likely to emerge. Indeed, the pace of future

mergers and acquisitions activity, will be set by funds such as Harvard. These funds have been the most influential shareholders in Czech industry since coupon privatisation and are generally conservative

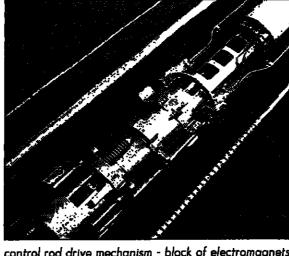
Deals such as the sale of the unlikely to appear on a regular basis in the future.

Yet there is something of the evangelist about Mr Bakala. He appears regularly on a telegramme and is liked and respected in financial circles. He is also aware of the hur-

"It will be a struggle," he admits. "Czechs are more Germanic than they are willing to

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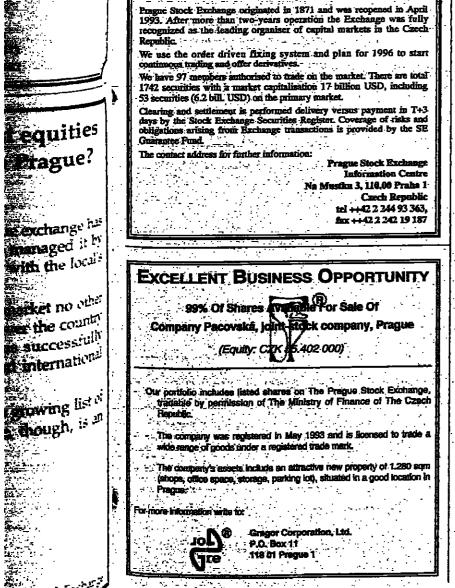
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Fund managers fuel corporate change

The hundreds of investment privatisation funds (IPFs) that underwrote the successful coupon privatisation programme are emerging as the key insti-tutions that will shape the Czech Republic's corporate

Unlikely as it now seems. the coupon programme almost failed in its very early days. when recession-hit Czechs were more uncertain about their future. The programme aimed to privatise companies as they were, with market forces left to do the restructuring. Sceptical citizens, who worked in state industry instinctively saw this as a flawed argument.

But when Viktor Kozeny, an young entrepreneur who had founded the Harvard investment company, began offering guaranteed returns if citizens gave their coupon points to his funds, investors were won over. Mr Kozeny was soon followed by other fund managers. About 70 per cent of the coupons in the first mass privatisation round in 1992 were thus entrusted to IPFs. The proportion was slightly lower in the second round, which finished last February.

Today, the IPFs are the institutions that have willy-nilly been entrusted with corporate restructuring, the least developed aspect of the reform process. They are not the biggest shareholders – controlling about 29 per cent of all outstanding Czech shares while the National Property Fund holds 40 per cent and industrial and portfolio investors own 25 per cent, says Martin Masek, head of research at CS First Boston - but they are the most influential. But the top 20 or so, which got 90 per cent of those coupons entrusted, and which in most cases have influential financial backers such as banks, are the new

power centres of the economy. se IPFs include Harvard (which does not have a financial backer); Prvni Investicni (PIAS), run by Investicni a Postovni Bank: Expandia: ZR Trust, run by Zivnostenska Bank: KIS, run by Komercni Bank: Creditanstalt Investment Co; and funds run by the Czech Insurance Co. They are helping to create something of Czech corporate culture by wresting power away from pany executives in favour of company owners. Shareholder power rules.

That is the theory, but while it is also increasingly the practice, it is a slow process. Even the best-run IPFs have limited resources of finance and per-sonnel to police all the companies in which they have stakes (some have stakes in as many as 200 companies). High management fees also have persuaded some fund managers simply to sit tight and collect

Two main hurdles block further progress, fund managers say. First, the law governing IPFs limits the stake a fund can own in a company to 2 per cent. This prevents the greater concentration of ownership that would aid restructuring and help refine corporate gov-

partner in Prague of White & Case, the US law firm, says this rule was introduced by a

Investment privatisation funds are wresting power away from company executives in favour of company

owners. In theory, and often in practice, shareholder power rules

suspicious government to curb the influence of fund managers such as Mr Kozeny, and

that it should be repealed. Second, there is a potential conflict of interest between the banks that manage investment funds and those banks' own corporate lending arms. Some fund managers say bank-controlled funds are too often represented on company boards by members of the banking arm rather than the fund management arm. The relationship between banks and industry is close and is one that neither side appears willing to end.

Hence decisions that may be in the company's and its shareholders' interest but not in the bank's can be voted down. In practice, this often means companies are forced to borrow for investment, or to undertake bond issues often handled by their house bank. The bank's own IPFs sometimes take up the lion's share of these issues, increasing its

Richard Salzmann, chairman and chief executive of Komercni Banka, denies that a conflict of interest exists at his bank and says the relationship

ated. "We really don't try to influence companies through the funds. We have built a Chinese wall in the strictest sense of the word," he says.

Roman Ceska, chairman of the National Property Fund, the state holding company that is a big shareholder and sits alongside the IPFs in many corporate boardrooms, savs this issue "is not a practical problem in my experience." Proposed amendments to the banking law, however, are likely to insist on a specific division of the activities of banks and their funds.

Because of the unique role given to IPFs in the Czech privatisation system their status goes far beyond that of a typistern fund, the manager of which buys and sells shares freely but rarely forces management changes. Czech IPFs in theory do both, yet not all

have the same goals. "There is a strong ambiguity among the funds," says Ales Barabas, board member at Zivstenska Banka and responsible for the bank's investment fund division. Too many IPFs. he argues, are afraid to dilute their holdings in companies, leading to paralysis on the stock market and to a reluctance to consider new equity issues, which some may not be able to subscribe for due to

Moves are under way to force IPFs to become either portfolio managers or strategic, long-term investors. These are being resisted by the IPFs, which insist that there is no conflict between the two roles. Mr Ceska says the NPF will recommend that the two activities be clearly defined and that the 20 per cent rule for strategic investors be removed. For portfolio managers, however, that rule would be tightened and could be low-

lack of liquidity.

ered to 10 per cent. Nigel Williams, chairman of Creditanstalt Investment Co. believes such legislation is sary and that IPFs are winning the argument with regulators. "There is no funda-mental conflict between funds as long-term or short-term shareholders," he says. "The clearest way to define an IPF is to run it according to the adds. In other words do not introduce new rules: just enforce the existing ones.

Vincent Boland

While trading is slow, stock market mechanisms are under scrutiny, says Vincent Boland

Greater transparency on the way

These are dog days on the Prague stock exchange. As summer approaches with little sign of an improvement in the market's performance or in the way it operates, share prices look likely to continue drifting sideways with sellers hovering on the sidelines.
The good news is that the

market's structural problems, which are as much responsible for low share prices as are investment considerations, are at last the subject of an intense

Amendments to the securities law, currently being drafted, should ensure greater transparency in trading and share pricing, impose stiff pen-alties for insider trading, provide more protection for investors and brokers and ensure that regulations are more consistently enforced.

"For the first time in a few months I'm pretty optimistic, says Richard Wood, managing director of Wood & Co, a leading independent brokerage. transparent market has got to be good for share prices.

One of the main catalysts for reform of the market mechanisms is Tomas Jezek, a former chairman of the National Property Fund, the state holding company, and one of the leaders of the reform process.

Mr Jezek has proposed that share dealing be concentrated in the Prague stock exchange, one of two markets where shares can be traded and which is effectively the official stock market.

One of Mr Jezek's most controversial measures is a ban on off-market or over-the-counter trading, which currently accounts for between 50 and 80 per cent of all the market's daily activity.

He wants OTC trades, now only reported weekly, to be routed through the PSE, which would force daily disclosure of prices and reflect more accurately the volume of business in a particular stock. Stock market trading reports in newspapers bear little relation to actual activity because of the lack of real-time reporting of trades

Some big independent investment funds are opposed in principle to this measure, how-

They argue that forcing traders to deal in a particular market is undemocratic and a sop to the PSE's shareholders - the big banks and brokerages. costs and force even greater disclosure of trading than exists in more sophisticated

"In a free market the OTC



Prague stock exchange: the market's structural problems are at last the subject of an intense debate

3,600 -2,000 PX-50 index

has proved it is the market investors want to use," says Nigel Williams, chairman of Creditanstalt Investment Co. "If I'm forced to deal with a monopoly group of brokers. that is anti-democratic and

The finance ministry, which regulates the stock markets, is opposed to the ban on OTC trading and is expected to draw up its own measures for reform of the capital markets. The current securities law, drafted in the early days of the market, is outdated and dotted with loopholes that are often

exploited by unscrupulous

Mr Wood says one problem is "the constant, all-pervasive dishonouring of trades", in which one party, for whatever reason, refuses to honour a deal once entered into. The present securities law allows a party to withdraw from a deal if settlement is late, a loophole that brokers want to see closed as quickly as possible.

In a deal Wood & Co recently struck with a big Czech bank, the bank pulled out when settlement was delayed. Such activity has cost Wood & Co \$1.5m in the past two years, "It is the nightmare of every honest broker in the Czech Republic," he adds.

Yet in other areas the market has made great strides forward. The bond market has become an increasingly impor-tant source of capital vehicle and new issues are usually over-subscribed.

The flow of information on companies is also improving, with a string of results in the past three months. Figures from high capitalisation stock such as CEZ and SPT Telecom were well

received but the market's

wider worries kept share prices from responding. Since a dearth of accurate information has up until now been a dampener on prices, this augurs well for the future. "There is a distinct relationship between information and prices," says Roman Culik,

deputy director of investment

banking at Komercni Banka. But he adds that the new securities law needs to strengthen reporting requirements, and that it is not enough for analysts to be forced to rely on annual

reports to reach conclus companies they may recommend for investment.

There is, of course, no guarantee that a more transparent market will immediately mean higher share prices. Analysts say regulatory concerns surrounding electricity and tele-phone charges need to be clarified before the share prices of CEZ and SPT Telecom, the market's two biggest issues will rally, which could keep the main market indices

The biggest block on the market is the reluctance of the investment funds to sell Ales Barabas, board member at Zivnostenska Banka responsible for investment fund operations, believes that the

tors or long term strategic shareholders. "I am convinced that we can get higher liquidity, without foreign investors, if they can distinguish between the two."

funds are caught between

becoming true portfolio inves-

he says. If the authorities succeed in establishing a new set of ground rules for the market's operations this dilemma could be substantially eased.

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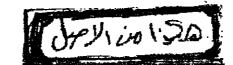
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Thomas MODL	TRANSFINANCE A.S. Petr MAREX Forfailting & Factoring	Christian BURGER	Jaroslav DUDEK	A-1011 Vienna, Tal. (+43 I. New York, Hong Kong, S and Warste.
Thomas MODL	Petr MAREX	Christian BURGER Director Corporate &		Detring 5, A-1011 Vænna, Tal. (443 . in London, New York, Hong Kong, S Bretistava and Warsen.

GIROCREDIT BANK . VIENNA



Profile: Skoda Plzeň

Ambitious plans about to be put on trial

Sing of the biggest tests of whether a sprawling commu-nisters engineering conglom-erate can become a focused tional is under way in the west Bohemian town of beer than its high quality

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Skoda Pizen was founded in 1869 when Emil Skoda bought a spail engineering company nd turned it into one of the Hapsburg_Empire's biggest reducers of arms, steel forgings, and a vast range of heavy engineering products. After supplying the Nazi armies during the second world war the sprawling factory complex was 70 per cent destroyed by allied bombing.

munist takeover of 1948 into a Soviet-style state enterprise which dominated the town and provided direct employment to nearly 40,000 workers. Its product range continued to span the spectrum of heavy engineering, from locomotives to turbines, machine tools to

metallurgy. But Skoda's vast market throughout the former Soviet world collapsed virtually overnight in 1990 and foreign engineering companies started sniffing around the plant to see what could be salvaged, and in many cases what could be closed down.

Siemens of Germany, with its own extensive nuclear engineering and electrical engineering interests, was a particularly assiduous wooer. But the Czech government, fearing that a foreign buyer would merely poach talent and ideas and then close down most of Skoda's product lines and disperse its skills, rejected foreign bids and opted for a non-

conventional Czech solution. The solution was to put the company's future into the hands of Lubomir Soudek, a self-confident former managing director of the Elitex textile machinery company and the ZBS engineering company in Brno, which employed

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45,000 people and made 40 per cent of its turnover from military production.

Intense, mercurial and sure of himself Mr Soudek, a former "rank and file communist", emerged from the wreckage of the old system with an intimate knowledge of the industry, a full contacts book and a burning desire to

run his own show. Mr Soudek's big break came in 1992 when Karel Dyba, the economy minister, sought an entrepreneurial manager to ensure the survival of one of the country's biggest engineering companies. Mr Soudek

So far Mr Soudek's strategy appears to be working. Sales have doubled since 1990 and profits are rising again after a slump

came up with his own business plan and persuaded both Mr Dyba and prime minister Vaclav Klaus that he had the drive and managerial skills needed to lift this national

asset from its knees. In return Mr Soudek demanded a controlling stake in the company. He eventually agreed to a more modest 20 per cent stake, which he financed by raising a Kc350m bank loan. The deal, he says, was personally approved by

the prime minister. Mr Soudek's investment has been a good one. Market value of the privatised company on May 9 was about \$195m. Two other key shareholders, Komercni Banka and Investicni a Postovni Banka, have also seen the value of their own 10 per cent and 9 per cent

shareholdings rise in value. Both banks are also big lenders to the company. The state retains 16 per cent through the National Property Fund while two Slovak investment privatisation funds have 9.4 per cent between them. A further 32.6 per cent of the

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represents only a 3.18 per cent return on sales, well below the 1990 pre-tax level of Kc706.2m on sales of 9.2bm. But bank debt has been more than halved to Kc2.1bn since 1992 and productivity

has risen sharply. Employment has fallen from just over 25,000 in 1992 when Mr Soudek took over, to 19,107 last

company's share capital is

ands of small shareholders.

have the backing of big banks

they have the resources to do so. But not at Skoda. With the

present share ownership struc-

ture Mr Soudek runs the com-

pany his way. "I must be able

being chief executive officer.

Exports are a crucial ele-

ment in Skoda Plzeň's survival

plan. Last year export sales more than doubled to Kc5.9bn

to enter the big league of

a presentation to banks on

April 5, the company forecast

that by 1998 group turnover will have tripled to Kc51bn, exports will have risen five

fold to Kc30bn, and pre-tax

profits will have risen to

Sales have doubled since

1990, productivity has quadru-

pled and profits are rising

again. After a fall in pre-tax

profits from Kc507.3m to

Kc315m in 1993, earnings

recovered last year to Kc525m

Despite last year's 58 per

cent jump in profits this still

on sales of Kc16.5bn.

he says bluntly.

Mr Soudek's latest move is back into south-east Asia and China, where Skoda remains a familiar name. He recently set up a joint venture in China to make turbines for smaller power plants, reached agreement on a machine tools joint for an automotive deal. "Our deals are in the tens of millions of dollars range so far but our goal is to pull off deals

in the \$100m range," he says. He is also taking Skoda back into other traditional markets. Skoda's latest contract, signed at the end of April, is with VMZ. a Russian engineering group, to make trolley buses for the Russian market.

So far Mr Soudek's strategy appears to be working. Yet Skoda's real test is still to come. As Skoda Plzeń pushes further into export markets it will find itself up against pow-erful multinationals such as Siemens, Westinghouse and Asea Brown Boveri. Further cost-cutting and streamlining of what is still an unwieldly group will be needed. To keep pace "the restructuring of Skoda will continue", Mr Soudek says. "There will be more change in the search for

greater productivity."

Vincent Boland and Anthony Robinson | expanded capacity without



Chances are it's not Czech: aithough on Germany's doorstep, producers lack marketing resources Tony An

The beer industry has yet to realise its potential

Global profile eludes the brewers

At first glance, the Czech beer industry has everything going for it. It has a long and illustrious history stretching back nearly 1,000 years, and two of the world's best-known beers, Budweiser and Pilsner, are named after its pretty Bohe-

mian towns. Its products have a premium image and command premium prices wherever they are sold abroad, and in any league table of the world's beer drinkers the Czechs usually come out on

Yet in 1994 this quintessen tially Czech industry barely hroke even. Many of the country's 71 breweries are cashstarved and fighting to main-tain their positions in a fickle domestic market. A half-litre of beer in the Czech Republic often costs less than a bottle of water or Coca-Cola or a cup of

Production fell by nearly 10 per cent in 1993, to 17.8m hectolitres, and barely recovered last year, according to the Czech Brewers and Maltsters Association. "Image is one thing, reality is another," says Václav Vitovec, director of strategic development at Plzeňsky Prazdroj, one of the country's big four breweries.

There are two reasons why Czech brewers, including the big ones, are not making money. The first is price: domestic consumers resist increases and change brand loyalty easily. Second is the cost of new production systems: state-of-the-art brewing technology is designed in the west and sells for western prices that Czech brewers can ill afford.

The fact that few inroads have been made into the potentially lucrative export market is not helping. "Breweries

finding new markets," says many, the second biggest Vladimir Mötlik, managing export market, were broadly director of EPIC, the investment bank that has helped introduce foreign investment to the industry.

The fall in output in 1993, caused mainly by the introduc-tion of value added tax and by the split with Slovakia, came about in spite of this expansion of capacity.

The domestic market is char-

acterised by fierce competition, with small breweries undercutting the bigger companies on price. It is also divided along regional lines: only the two biggest breweries, Prazdroj and Radegast, can claim to have national distribution.

The crowded home market has heightened the importance of exports, yet even the big Czech brewers have a low profile internationally. This means marketing and distribution deals are expensive. Even though they are on the doorstep of Europe's main beer market in Germany and northern Europe, the Czech compa nies lack the financial resources to market their products themselves instead distribution deals are signed with foreign companies that may often under-resource marketing efforts and take a slice of

The difficulties Czech brewers face in exporting is highlighted by the case of Slovakia, which until 1993 was a "home' market. Last year, according to figures from the Czech Brewers and Maltsters Association, Czech exports to its former sister republic fell by just over half, to 441,256 hectolitres. The devaluation of the Slovak koruna and a 10 per cent surcharge that the new country

slapped on imports pushed up the price of Czech beer. Although exports to Ger-

Marketing experiment

Whether Czech beer can capitalise on its many advantages will be seen in the progress of a marketing drive currently under way in Britain for Staropramen, Prague Breweries' main brand. Staropramen has just been introduced into 5,500 off-licences and 1,500 pubs in the UK by Bass, backed by a £3.5m marketing budget.

With new, attractive labelling emphasising the beer's connections with the Golden City, Mr Childs is confident it will wow discerning beer drinkers in metropolitan Britain, though these are early days as yet. Italy is also a main target of the

Other Czech breweries are watching the campaign with interest, and even domestic consumers will notice a difference – labelling on bottled Staropramen in the Czech Republic is also being given a facelift though the taste, of course, remains the same. Therein, perhaps, lies one secret of the industry's future success: don't change the product, change the pack-

Another factor may lie in the Czech Republic's growing wealth. As wages rise - and the cost of public transport, utilities and food rises in tandem - higher beer prices may also become accepted.

After all, the country's pole position in the beerdrinking stakes is slightly misleading. The figure for litres of beer consumed per head does not make allowances for the millions of tourists for whom a visit to a Prague pivnice, or local pub. for a few cheap beers is as much a part of their holiday as a walk across the city's Charles Bridge.

the UK has a 34 per cent stake. believes prices rose last year by an average of 5 per cent, but inflation was 10 per cent. Like many of the Czechs who work in the sector, he says he rates Czech beer "ahead of all others, but it has got to start getting a sensible return on its

Forcing prices up and keeping them that way is the biggest challenge the industry faces. In 1994 Prazdroj raised the prices of two of its three leading brands, Gambrinus and Primus, by a total of about 5 per cent, Mr Vitovec says. (The company's premium lager, Pil-sener Urquell, one of the two most famous Czech beers along with Budvar, was not affected.)

The increases were staggered, with the final jump last December. Yet other companies did not follow suit and in April this year after a fall in sales – especially for Primus, a mass-market beer – Prazdroj reversed its December increase. Given these kinds of commercial pressures, it is hardly surprising that Prazdroj made profits of just Kc3m last year on turnover of about Kc4bn.

unchanged and those to Russia

and Britain - third and fourth

respectively - rose sharply. foreign sales overall were just

under 80 per cent of their 1993

levels - despite a slight rise in

total production to 18m hecto-The entry of Bass into Mervyn Childs, a director of Prague Breweries, one of the Pražské Pivovary (Prague Breweries), in which Bass of big four breweries along with Prazdroj. Budějovický Budvar

and Radegast, may help to change attitudes within the Czech brewing industry. Bass plans to invest up to £50m in its acquisition over five years, and, along with Austria's Brau-Union, which is acquiring Starobrno in Moravia, it remains one of the few foreign investors in the industry.

Most Czechs view their brewing industry as a national treasure, and, given its history and quality, it is hard to argue with is them. Hence the resistance to foreign domination in gen-

Last year's foreign sales overall were just under 80 per cent of their 1993 levels despite a slight rise in total production to

18m hectolitres

eral and the protracted national debate over the future of Budvar, where a trademark dispute with the US brewer, Anheuser Busch, has delayed privatisation and left a question mark over its future. Yet, as Mr Vitovec acknowledges. brewing is now a global con-

sumer industry in which

trends are being set elsewhere.

Vincent Boland

C O M P A N Y SECURITIES

Our April 25-28 conference in Prague and Warsaw was attended by 60 investors. Please mark your diaries for our next conference on September 18-22.

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These are some examples of the enterprises and companies that will be privatised in 1995 through the above-stated methods (in parentheses: approximate price):

TOS Hostivař, machinery development and production (396 million CZK), Strojiray Kolín, machinery production (320 million CZK), Litoměřické mrazírny, frozen food production (299 million CZK),

Kablo Velké Meziříčí, power cable production (750 million CZK), Tesla Holesovice, development and production of electric light sources, vacuum technology, technical gases (656 million CZK).

JAWA Tynec nad Sázavou, motorcycle development and production (255 million CZK), Hotel Panorama Prague, tourism (171 million CZK),

LIAZ Jablonec, truck development, production, service, maintenance (1 004 million CZK), Lovochemie Lovosice, chemical production (500 million CZK), CRYSTALEX Novy Bor, glass production (390 million CZK). Olšanské popírny Olšany, paper mili (668 million CZK).

The total number of companies privatised in 1995 will be approximately 400.

If you are interested in being regularly informed about news about the offerings of the National Property Fund of the Czech Republic, just subscribe to our bi-monthly Privatization Newsletter, which are also published in English. Please send your orders to Press Department, National Property Fund (FNM), Rašínovo nábřeží 42, 128 00 Prague 2, Czech Republic.

Personal inquiries about offered properties will be answered by the newly established Information Center, located at the same address, telephone: 0042-2-249 91 364.

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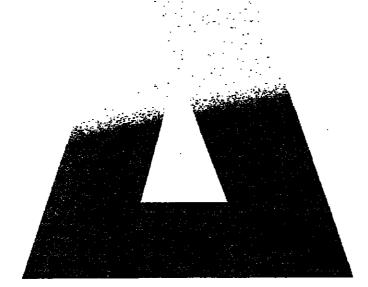
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TRADE NAME DEVELOPMENT

Company ICEBERG was founded in 1991. During a four year development, when it became a founder and an important element of the Czech economy - capital market, the company became well known in the financial society under the name Dominick and Dominick Praha a.s. Increasing capital power and importance of our company on a domestic capital market, the expected full convertibility of Czech currency in this year, the entry of foreign companies among shareholders, and our long term strategic goals resulted in a decision to enter and operate on the international capital markets under the name ICEBERG a.s.

Company ICEBERG a.s. is currently the most capitalized non-bank brokerage company in the Czech Republic. It is intending to increase its equity of CZK 110.5 million (USD 4.4 million) to CZK 500 million (USD 20.0 million) by the end of 1996. Reaching this limit, together with other parameters, will enable us to carry out plans of obtaining a bank license. The company



ICEBERG

AKCIOVÁ SPOLEČNOST

has generated an after tax profit of CZK 19.5 million (USD 750 thousand) in 1994, which represents 17.5 per cent of the net profit on equity.

Our two main shareholders are the foreign companies, ICEBERG s.a. Switzerland and Mancini Investments

SECURITIES TRADING DIVISION

TRADING ON PRAGUE STOCK EXCHANGE

This division provides execution of trades for the clients of our company. It is responsible for the fast and accurate processing of trade instructions. Buy and sell orders come from the capital markets division, direct from local investors and also from individual trading points in different parts of the country. The core activities of this division are conducted by a team of six brokers, each fully licensed by the Ministry of Finance of the Czech Republic. The activities of other departments within this division are consequent to their

activities. DEALING provides contact with main subjects on the market, arranges (mostly by telephone) specific deals, and seeks out the most advantageous and reliable counterpart from the supply and demand on the market with an emphasis on identifying large blocks or shares. STOCK EXCHANGE TRADING is a department which processes the individual instructions, on the basis of one daily fixing at 11 am, into a computer trading system networked with the Prague Stock Exchange. During the day the department provides trading at a fixed price through a system that the stock exchange offers in order to adjust ledges of supply and demand from the morning fixing. CLEARING AND SETTLEMENT is a department which settles trades performed on the stock exchange and OTC market. It arranges property transfers in the Stock

employees 30 people. The

company maintains an

organizational structure typical

of a medium size brokerage

firm. Further staff increases are

anticipated particularly within

the STOCK EXCHANGE

ACCOUNTANCY department

which deals with complex

processing of stock exchange



Mr Jiri Nadrasky

Exchange Depository, Securities Center, and in a clearing bank. DEPARTMENT OF STOCK PAYMENTS processes the daily results of individual trades, prepares financial settlements of individual trades in local currency for the clearing bank records, and processes date for the main economic division of the company. STOCK **EXCHANGE DEPOSITORY** is a department which guarantees accurate correspondence of property accounts in the Securities Center, Stock Exchange Depository and company's central computer. LOCAL MARKETS manages the daily communication within an extensive network of trading points in the Czech Republic. They process the local trading points' demand and supply orders which are comprised mostly of requests from the small local investor.

DEVELOPMENT OF TRADING OPERATIONS VOLUME

In 1994, our division processed and executed 5820 trading instructions; most of which were performed on the Prague Stock Exchange. The

company's turnover for 1994, for stock exchange operations, was CZK 8.1 thousand million (USD 324 million). Buy and sell instructions on average exceeded our target boundary of 1 million Czech crowns. These trades reflected a 13 per cent share of the total turnover of the Prague Stock Exchange. Unprecedented growth is already indicated for our company in 1995, with 7771 trade instructions executed and turnover of our stock exchange operations exceeding CZK 15 thousand million (USD 610 million) in just the first four

EXPECTED DIRECTIONS OF

FUTURE DEVELOPMENT Our division is actively preparing for the increased volume in trading our company expects on the capital market. The realization of our objectives is dependent on the implementation of a multi-terminal input into the Prague Stock Exchange's trading system, upon finding a qualitatively higher form of cooperation with the Securities Center's Central Database, and finding within the legislative environment, the most appropriate means of implementing nominee accounts with standards common to more developed markets. Our division also strives to find a clearing method for the clearing of stock exchange operations with the presence of more than one bank; with the intent of expanding our cooperation within the largest custodians of the Czech capital market.

ANALYTIC BASE OF

THE COMPANY Fall 1993 indicated that large volume trading could be expected on the Czech capital market, especially if predictions of high levels of foreign investor interest were accurate. Our company, having decided at that time to qualitatively reinforce and expand the analytic branch of our operation, positioned itself through continuous staff additions to offer the highest quality service to larger clients based locally and abroad. A specific emphasis was placed on serving the needs of foreign institutional customers. By expanding the expertise of our capital markets division, we were soon able to satisfy the significant demands of local and foreign institutional clients. Several subdivisions were created in the process; greatly expanding the number of services we now provide. They include: PORTFOLIO MANAGEMENT - where capable individuals manage the portfolios of our individual and institutional investors; FINANCIAL department where the status of an accounts liquidity in a clearing bank is observed daily through an on line connection with Giro Credit, Praha, settlements are made on trades conducted in local currency, and exchange rate hedging and foreign currency operations are managed; SPECIAL OPERATIONS deals with nonstandard market transactions such as repurchase agreements, options and futures, exchange rate arbitration, strategic acquisitions, investment

into our own account, etc; FOREIGN CLIENTS **OPERATIONS** executes the daily instructions of our foreign clientele including buy and sell orders which are not related to the portfolio management activities of our foreign banking clients. This division is also responsible for supplying our clients with urgently needed information about developing situations on the market and notifying clients immediately when sought after securities appear on the market. RESEARCH makes fundamental and technical analysis of

developments on the market,

compiles customized research



Mr Radek Peleska

provides daily data, commentary of the events taking place on the Prague Stock Exchange, and continuously observes the market for primary issues and the introduction of any new securities.

REVIEW OF THE MARKET

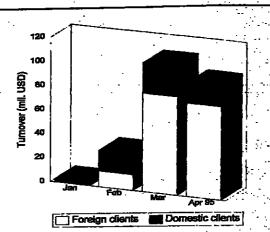
Even a glance at selected indices of the Czech Stock Market (see graph) evidences that share prices have plunged continuously for nearly a year. Dramatic slides in share values are typical of nearly all newly developed markets in their initial stages of operation since shares prices are usually introduced with universally high values. With the onset of trading in late 1993 and early 1994, it was typical for shares to be traded at prices 10 and

decrease a share price could be sold for (known as the supply ledge code 6).

CAPITAL MARKETS

When the HN Wood 30 index fell to a value of 2000 in February '94, where it hovered for over 3 months, it seemed that the market had finished reacting to the initial market trade activities experienced in the first months of trading on the Czech capital market. Many important foreign investors viewed this period as the anticipated mark of stablization. In depth analyses

of the issues that challenge our company daily. We recognize the impact these conditions. can have particularly on our relationships with foreign clients and therefore understand the added importance of, along with providing the highest standard of professional service, offering maximum flexibility, administrative simplicity and uncompromised reliability. Risks in delivery vs. payment are of a special concern (see graph indicating dollar



were conducted to evaluate perspective share selections, and all awaited the arrival of long term international portfolio investors.

HN WOOD - 30

Direct trading Central market

sometimes 20 times their nominal value. Naturally, steep price declines followed such a trading boom as more realistic values were realized. Consequently institutional investors disposed of large blocks of shares and large amounts of speculative capital began to leave the market. The small investor had nearly no chance of selling his/her shares because of the restrictions placed on trading which limited the margin of market transparency are a few

Unfortunately, it became soon apparent the period of price stabilization was off in the distance as prices once again began to plunge in June 1994. It was in fact yet a full year away, until now, when it finally appears that prices have "bottomed out", and the weakness and strengths in the Czech capital market are fully exposed.

RISKS ON THE MARKET

Liquidity, functioning and

turnover trends for this year. Unreliable partnerships caunst be afforded since we specialize in the trade of large. blocks of securities on the Prague Stock Exchange and clear large dollar items through Giro Credit, Praha

EXPECTED DEVELOPMENT IN 1995

This year we expect to concentrate our human and technical capabilities on increasing the volume of performed operations, maximising the number of processed instructions, and restructuring the capital markets divisions to enable it to accommodate the requests of any investor regardless of the amount of investment capital or trade frequency intentions. Furthermore, we will continue to provide our employees with language and professional training in preparation for SFA licensing through the London based company BPP. Our company will soon be able to provide local clientele access to the most developed markets; an issue of growing importance as we approach the full convertibility of the Czech

For detailed information feel free to contact us at the following numbers:

Tel: 42 601 218 130 42 601 205 182 ENGLISH Fax: 42 601 207 898

Tel: 42 601 201 917 42 601 218 139 GERMAN Fax: 42 601 207 898 FRENCH Tel: 42 601 218 717

Fax: 42 601 207 898 CZECH/SLOVAK Tel: 02 526 948

OUR ADDRESS: Hybernska 12 Praha 1, 110 00 -Czech Republic Continental Europe

Fax: 02 526 949

ECONOMIC DIVISION

ECONOMIC STATUS OF THE COMPANY The company belongs to smaller companies by a number of employees. ICEBERG a.s. began its operation with 3 employees. It concluded 1993 with 7 full time employees, 1994 with 24 employees, and currently

Ms Jana Chvatlinova

operations and calculates any outstanding debt or liability on behalf of our clients.

CORPORATE ACCOUNTANCY is now a separate department which processes trade operations that are carried out on the company's own

account and reviews all accounting documents which pertain

the company. ECONOMIC REPORTING compiles exact economic data reflecting the company financial situation upon each months end. This department is responsible for monitoring, on a daily basis, the company's economic position by compiling and analyzing the data received from each of the separate divisions within the company.

DEVELOPMENT IN THE LEGAL ENVIRONMENT

In the past five years, many amendments were made to

Czech law. The Czech tax system witnessed the most changes as rules were often amended several times within one year. These external conditions imposed on our staff the need for uncompromising expertise and flexibility. After the establishment of the Czech capital market, a completely new accounting and tax system was needed to specifically govern securities trading. Based on just a general instruction from the Ministry of Finance, ICEBERG a.s. created a complete system of accounting methods for recording the

trade of securities. This new system must be continuously complemented with the growth of the Czech capital market.

It must accommodate the expansion of the types of transactions offered on the market, and their derivatives. Furthermore, it must stay synchronized with the constant changes in Czech tax law and accounting regulations.

DEVELOPMENT OF THE **VOLUME OF ACCOUNTING OPERATIONS**

900 accounting documents were in our records in 1992, 3000 documents were filed in

documents were recorded in 1994. The number of client accounts we maintain has also grown significantly within the past two years. Previously, the financial funds of all our clients could be maintained in one general account. Such growth spawned the need for a new system of accounts whereby each institutional client now has its own local currency account. Foreign clients have, in addition, their own foreign currency account. Our new accounting records system allows us to immediately orient the

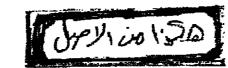
1993, and over 12000

individual client. We intend to connect the whole accounting records system with the records systems in our other divisions before the end of this year. Our goal (which is still unique to the area of securities trading in the Czech Republic) is real time data processing with an ability to provide a company's top management with the timely feedback of information necessary for effective management and decision making

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Kevin Done finds western car components suppliers rushing to establish themselves in the country

Magnet for foreign investment

takeover of Skeda in 1991 many western components suppliers have followed in the wake of the German carmaker. The automotive sector accounts for about 22.5 per cent of all foreign direct investment in the country, ahead of any other industry. More than 4) joint ventures have been established with existing Czech suppliers, along with nearly 20 new plants built on greenfield

he automotive compo-

nents industry has

become one of the main

magnets for fereign investment

Encouraged by Volkswagen's

in the Czech Republic.

The initial attraction for western components suppliers was the opportunity of extending their existing relationships with VW, Europe's biggest car producer, into the Czech Republic. Several are also finding, however, that the country is an attractive low-cost source from which to supply parts to other carmakers in west Europe as well as to other VW Progress has not always

that challenge on

We recognize the three conditions

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been smooth for the western investors. "We see it as a long, hard slog," says the market development director of a leading west European components maker, which now holds a majority stake in a joint ven-ture in the Czech Republic. "There is a big lack of experienced Czech managers, and the good ones are attracted quickly to service industries. There is a -real resource problem and it is difficult to get managers to

work in manufacturing." Some companies under-estimated the scale of the training and education programmes needed to raise quality and productivity to western standards, and have found themselves at the same time under heavy pressure from Volkswagen to lower costs.

that taking a strong interest in a previously communist industry does not mean you can wish away decades of practices overnight," says the director of one components joint venture. When you talk of total quality and just-in-time delivery, it is easy for local managers to say yes, we understand, but

when you come to put it into

practice it's different." Most ventures are growing, however, to meet Skoda's rising domestic production and to serve carmakers in west Europe, and some have already been able to raise productivity to German benchmark levels. while taking advantage of labour costs that are a tenth of German levels.

On the debit side, western producers are worried by

Czech operations, in particular in areas close to Prague, where unemployment rates are barely I per cent. At the same time while most companies have been privatised quickly, prog-ress on restructuring has failed to keep pace.

The list of western components producers in the Czech Republic already includes many of the leading US and west European producers led by groups such as TRW, ITT, Johnson Controls, General Motors and Ford from the US, Bosch, Kolbenschmidt, Hella, Varta and Continental from Germany and Lucas and T&N (Goetze) from the UK.

The development and restructuring of the automotive components sector has been led by VW. It has worked

nents makers in order to Kcl9.6bn of which more than improve the competitiveness of 80 per cent came from the Skoda's domestic supply base.

e are only competitive if the supplier indus-try is competitive. We must help this restructuring." savs Volkhard Köhler, deputy chairman of Skoda Automobi lova, and the man installed by VW to lead the transformation

of the Czech carmaker. Progress has been rapid since the group held two conferences in Prague and Bratislava, the Slovakian capital, in early 1991 to introduce Czech and Slovakian components producers to potential partners from VW's existing supplier network.

Last year Skoda's purchasing bill for production materials

Czech Republic (Kc14hn) and Slovakia (Kc2.1bn), Already about 44 per cent of Skoda's total purchases are from 42 joint ventures that have been established in the two countries by western producers, however, and a further 6.5 per

site operations. The introduction of western partners has been crucial to VW's strategy for raising the quality and the productivity of its Czech and Slovak suppliers and for lowering its purchasing costs. The group employs a 30strong team in its purchasing operations with the crucial task of raising the quality and competence of the domestic

cent came from 17 greenfield

from complete, but VW and Skoda have made significant Of 134 components plants

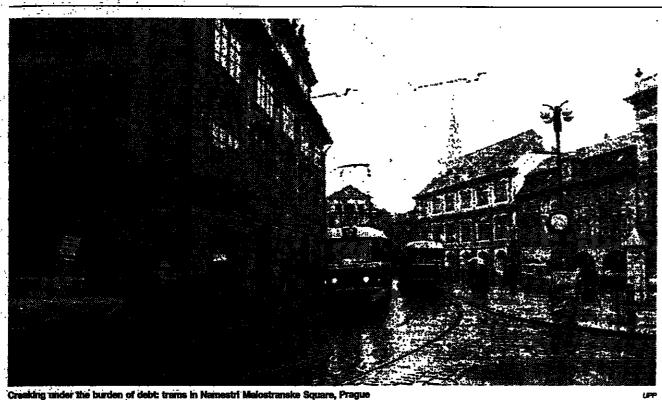
audited for quality by Skoda in 1993 only two came into the top "A" category, but in a similar audit of the same plants earlier this year 27 qualified for the top ranking. Equally the number of plants languishing in the lowest "C" category had been reduced from 84 two years ago to 19.

The tough process of weeding out the least competitive domestic suppliers is only likely to intensify in the next two years. As Volkswagen integrates the Skoda product range into its overall VW group car development and engineering system, it is inevitable that the supply base.
The restructuring of the

of Skoda cars will be reduced and that the imported content will rise. The new Skoda range to be launched towards the end of 1996, for instance, will be based on the same so-called "A" chassis platform as a new small Audi, to be unveiled next year, as well as the next generation Volkswagen Golf.

Mr Köhler argues, however, that the development of such common platforms for the group's Audi, VW, Seat and Skoda marques will open up export opportunities for competitive Czech suppliers, as the group moves to so-called "global sourcing" in the search for new low-cost suppliers.

He says that the process is already at work. "The more A-category suppliers we have the more we can get them into the VW group network." Contracts already awarded guarantee Czech components exports to VW plants abroad worth DM300m by 1998. The increase in the value of such export contracts will more than offset the lower Czech content of future Skoda cars, says Mr



New owners are to restructure the ailing CKD engineering group

Shock of the free market

Creaking under an onerous debt burden and battered by heavy engineering group traditionally at the heart of Czech industry, is struggling to come to terms with life in the mar-

ket economy. Its industrial capacities for products ranging from trams and locomotives to compressors, diesel engines, and electrical generators, motors and transformers were built up to serve the enormous markets of Comecon the former communist trading bloc.

The collapse of these economies wiped out a large part of its sales and left it with severe problems of obtaining payment for equipment already delivered in particular to the former Soviet Union.

Since late last year the group has come under new ownership, however, and a fresh emant team has been drafted in to undertake an urgent programme of restructuring. The task of restoring the fortunes of one of the country's most tradition-laden industrial groups has been taken on byinpro, the Czech engineering and management consultancy, which emerged as the majority

owner in June last year. Inpro, itself privatised earlier through a management buy-out paid close to KcIbn to acquire a 51 per cent stake from the state in a public ten-

CKD Praha Holding, for-merly the CKD group, which

peak in the 1980s and still had to dispose of assets uncon-about .25,000 employees in nected to the main businesses three successive years of 1989-90 at the time of the "vel-losses, CKD Praha Holding, the vet revolution" has been reduced to a workforce of 12,000 during the past five years. Some of its operations

have been separately priva-tised, some closed and the workforce has been cut back. Last year CKD suffered a loss of Kc360m on a turnover of Kc7.1bn, but the new management team believes the group can be returned to profit this year. According to Petr Formanek, member of the board for management strategy and part of the 30-strong team brought in from Inpro, CKD is forecasting a profit of Kc260m this year helped by a 37 per cent increase in turnover to Kc9.7bm.

Exports account for about 40 per cent of turnover with the most important markets still to be found in the former Soviet Union in Russia, Ukraine, Belarus and Kazakhstan, which make up half of CKD's foreign

The group says that it is experiencing some upturn in orders from the countries of the former Soviet Union, including for trams from Ukraine, where it has a 34 per cent stake in a joint venture, which assembles trams from parts supplied by CKD. It has embarked on a four-

year restructuring programme. In early measures it has closed down a foundry and has merged two of its service divisions in Prague. Mr Formanek had a workforce of 30,000 at its - says the group is also seeking

including several recreation stock of 3,000 apartments.

"We must concentrate our production," Mr Formanek says. "A lot of our factories are too big, with overcapacity assoclated with our earlier exports to the Soviet Union. These markets have disintegrated but our production base is still

In other areas the group must still invest, for example in CKD Tatra, its prestigious tram subsidiary, which claims to have made a third of the trams in use around the world. "CKD Tatra could have a very prosperous future, but it needs an investment of about Kclbn

by 2002," he says. CKD has ended the joint venture originally agreed in principle in 1993 between CKD Tatra and AEG, the electrical engineering subsidiary of Daimler-Benz of Germany, in order to regain control of the tram operations, which are regarded as one of the group's most promising business areas.

"Many foreign companies came to the Czech Republic with one aim: to take part in our companies, to control the business, cancel R&D and transfer research work to cheap labour," says Vaclav Brom, group spokesman.

"We will never agree with such attitudes. We are ready to co-operate with western partners, but under equal condi-tions. We are continuing to

co-operate with AEG on a commercial basis case by case." While many of the CKD plants are antiquated, CKD Tatra is operating from a huge modern plant constructed during the 1980s in the Prague suburb of Zlicin and was conceived before the revolution to build 1,800 trams a year.

The new plant built its first tram in 1990, but the collapse of communism has presented it with appalling problems. In 1993 when CKD Tatra's fortunes were at their lowest ebb it built only 20 trams.

Gradually orders are picking up, however, and Vladimir Klabik, the deputy plant manager expects to build 270 trams this year - up from 70 in 1994. Domestic orders are picking

with 80 trams for Prague the first order from the capital for six years - 20 for Brno and 10 for Ostrava, in addition to orders from Ukraine, Belarus and Uzbekistan

One of the most urgent tasks facing the new management team has been to arrange a restructuring of its mountain of debts with Kc6bn of bank debts and Kc4bn owing to other suppliers. The group's financial prob-

lems are aggravated by the burden of about Kc6bn of unpaid receivables, most importantly from Russia, which alone accounts for Kc3.5bn of the money owing. The group has still not been paid for 200 locomotives delivered to Russia in 1991.

Proud heritage is revitalised

Kevin Done examines progress being made at Skoda Automobilova

housed part of the labour force for the old Skoda car plant has been demolished. In its place stands a gleaming white and grey building, finished in recent weeks, that will soon house Skoda Automobilova's new paint plant. Nearby, earth-moving equipment is bard at work preparing the foundations for a new car assembly plant. This is the face of Czech industry in transition.

The rusty pipework and the tall chimneys of the factoryrun heat and power plant the ubiquitous landmarks of every Czech industrial town still frame the Skoda plant. As do the grim rows of concrete anartment blocks at the edge of Mlada Boleslav, an industrial city 65kms north-east of Prague.

But in their midst the new Skoda is taking shape. The Czech carmaker - its once proud engineering heritage reduced to the butt of cruel iokes in some western markets during the communist era - is being revitalised as the fourth marque of the Volkswagen group, alongside VW itself, Andi and Seat.

Last year's production of 174,000 cars, depressed by the changeover to a new model range, is forecast to rise to 210,000 this year and to about 350,000 by the late 1990s, supported by the launch of a second car range at the end of

Much is riding on the suc-cess of the transformation process at Skoda. With a turnover of Kc35bn (\$1.3bn) it is the second largest Czech industrial group after CEZ, the Czech electricity utility. It accounts for 5 per cent of the Czech Republic's total exports - 14 per cent of the country's exports to the UK and 10 per ent of exports to France and it employs directly and indirectly (through its components suppliers) 3 per cent of the working population.

The decision by Volkswager Europe's biggest carmaker, to spend DM1.4bn (\$972m) to acquire a 70 per cent stake in the Skoda car operations was a pioneering step, when the deal was agreed four years ago, and it remains the single biggest foreign direct investment.

"It was hugely important for the then Czechoslovakia and for the region. It put Czechoslovakia on the map as far as foreign direct investment is concerned," says Daniel Arbess, executive partner in Prague for White & Case, the US law firm and an adviser to the government on the origi-nal deal.



cance of the project, however, VW's handling of the business and its relationship with the Czech government, still the minority shareholder in the ioint venture, has at times been surprisingly abrupt.

The early euphoria generated by the deal was dispelled for good in late 1993, when VW abandoned without warning a prestige DM1.4bn loan facility for Skoda only hours before it was due to be signed. VW's withdrawal, made with-

ning of the relationship there was more passion, but now there is more reason. Both sides are winning. The original estimate of a

DM9.5bn, 10-year investment programme for Skoda has been cut back to about DM3.7bn for the years 1991-2000. The capacity of 390,000 first mooted by VW has been cut to a plan to create a capacity for 340,000 cars a year, and the plan for a new engine plant

There have only been minor problems, and we have always found solutions'

out prior word to the Czech government, sent shockwaves through Prague and soured a relationship that had begun with such high hopes.

painful negotiations between Prague and Wolfsburg, the VW headquarters, resulted in a revised agreement at the end of last year, however.

The turbulence between VW and the Czech government does appear to have soured public attitudes towards foreign investment, but it is a reaction that government ministers are keen to overcome.

"Overall, this joint venture has been a success," says Karel Dyba, Czech economy minister. "There have only been minor problems, and we have always found solutions. There is not the perception

Volkswagen is pushing ahead, however, with the development of a second Skoda car range to be launched in late 1996, and it will maintain and further develop the existing 1.3 litre

Skoda engine family.

It is building the new paint plant at the heart of the main Skoda facility at Mlada Boleslav, with a planned eventual maximum capacity for processing 1.600 cars a day or close to 380,000 cars a year, working three-shifts, around the clock. And it is building

the new assembly plant. "For the new car we will start with a capacity of about 300 a day (70,000 a year), but we can expand to about 800 a day (185,000 a year) if the mar-ket demand is there," says Gerald Weber, Skoda Automobilova technical director.

tunes are riding, however, on launched Felicia small family car, a radical updating of the d Skoda Favorit. It is examining a strategy

for expanding Skoda into other markets in central and east Europe through the establishment of local kit assembly plants to overcome high import tariffs, and it will assemble up to 8,000 cars this year in Poland at a VW group joint venture plant in Poznan.

The German carmaker is also pressing ahead with planned reforms at Skoda, which in some respects are more daring in scope than anything it is attempting at its domestic plants - in particular in regard to the integration of components suppliers into its factories.

Skoda is established as the low-cost car producer in the VW group, but there are concerns about rising absenteeism and lack of labour mobility in the Czech Republic. "We must get lean structures," says Volkhard Köhler, Skoda Automobilova deputy chairman. "We have to look intensively all the time to cut costs."

While production is set to rise sharply during the next three years - from 174,000 in 1994 to about 350,000 in the late 1990s - Skoda is determined to reduce its workforce further in order to improve productivity. The number of employees is due to fall from 17,048 in 1993 to 14,460 by the

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Truck makers are still recovering from the loss of Comecon markets, says Kevin Done

Not yet out of the woods

ers in the Czech Repub-lic are treading a tightrope, as they struggle to find a

Operating in a European industry beset by overcapacity and still battling to overcome the heavy losses of recent years, Czech truck producers have failed to find partners in west Europe.

For Tatra and Liaz, the Czech heavy truck makers, the future remains clouded by the heavy debts and the lack of short-term finance. Both suffered losses last year, and both have still to come to terms with losing their previously captive markets in communist eastern Europe and in the former Soviet Union.

The uncertainty surrounding Liaz, once one of the leading makers of on-road heavy trucks for long distance haulage in eastern Europe, is compounded by government moves to sell off a majority 52.5 per cent stake in the group through a public tender offer, to be completed this summer.

Tatra, the specialist producer of heavy off-road trucks and traditionally a leading supplier of trucks to the Russian oil and gas industry, was one of the earliest Czech companies to be virtually 100 per cent priva-

Its new owners, led by a group of five investment funds, are still struggling with its deep-seated financial problems, however. It is currently locked into negotiations with its banks over a further restructuring of its debts, which total

about Kc3.8bn. By contrast, the plight of Avia, the Prague-based light truck and heavy van producer. may soon be eased. Daewoo, one of South Korea's biggest industrial groups and its third largest carmaker, is about to acquire a majority stake in a with its modest sales. Most of

joint investment with Steyr-Daimler Puch, the Austrian engineering group.

The acquisition depends on the Korean group reaching an agreement with the Czech National Property Fund over liabilities for environmental damage at Avia, but Daewoo hopes a deal will be finalised

The demise of Tatra has taken its toll on the small industrial town of Koprivnice

Production by the three truck and van makers has plummeted since the collapse of Comecon, the former communist trading bloc, from 50,300 in 1989 to only 5,360 last year, although the industry believes that demand has begun to recover this year. albeit from a very low level.

Kc700m last year, its third successive deficit, following a loss of Kc3.26bn in 1993, according as Tatra chairman and chief executive last autumn. His appointment followed the short-lived and controversial management of Tatra by a trio of US executives led by Gerald Greenwald, the former Chrysler executive and now chairman and chief executive of UAL, the holding company for

United Airlines. Tatra production, running at about 15,000 trucks a year at the end of the 1980s, fell to only 1.400 last year. Output had to be halted completely for

periods during 1993 and 1994. The group, which had a workforce of about 15,000 before the fall of communism, has been forced to undertake a drastic restructuring, as it tries to bring its operations into line

the top management has been changed since September last year, following the departure of the US executives.

The Tatra workforce has been more than halved to only 7,200 with the latest dismissal of 1,200 workers taking place at the beginning of this year. The demise of Tatra has taken its toll on the small industrial town of Koprivnice, in northern Moravia, where the truck maker dominates the local economy. Unemployment in the area has grown to about 9 per cent compared with levels

But Mr Beneda believes that truck output reached its low point in 1994 at 1,400 and says that production could increase to about 2,500 this year helped by a rise in sales from 1,900 last year to about 2,500 in 1995. Tatra is still dependent for 90

of 1 per cent or less in indus-

trial towns around Prague.

per cent of its sales on foreign markets, chiefly in Russia, China, India and the Middle East with 60-70 per cent of production still going to Russia.

Crucially "the Russian market the end of August. has stabilised and orders are going up again", says Mr Beneda.

At Liaz - where production fell to the lowest point in its history last year at 943 trucks compared with 11,000 in 1990 demand has also begun to pick up modestly, led by the home market, but the company's ability to raise output is constrained by its shortage of working capital.
"We have orders and the

technical capacity to produce more, but we don't bave enough money to finance the production," says Jaromir Jiricny, Liaz general director. "Our output is limited by our financial resources. This is our biggest problem."

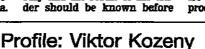
Mr Jiricny believes that the banks are unwilling to increase their exposure to Liaz, until a new majority shareholder emerges from the current pub-

Bids must be made in mid-July and the result of the ten-der should be known before

At least for Avia, a new partner has emerged in recent weeks in the shape of Daewoo, the Korean vehicle maker, which is seeking to expand aggressively in Europe. It has entered into a car manufacturing joint venture in Romania and is in advanced negotiations on a joint venture in

In a consortium with Steyr-Daimler Puch, Daewoo won a public tender to take over the state's 34 per cent holding in Avia for Kc180m. It has since reached agreement with a number of investment funds to acquire an additional 16.2 per cent for Kc206.5m.

According to Ko Ju-Yung, director of Daewoo's Prague office, the Korean group is aiming to triple production of Avia's current range of light trucks and heavy vans from 4,000 this year to about 12,000 a year by 1997. About \$60m would be invested to modernise the products and increase production capacity.



Privatisation pioneer

Viktor Kozeny, the whizz kid of Czech privatisation, still makes his presence felt in Prague, even though he now lives several thousand miles away from the scene of his triumph in the sunnier surroundings of the Bahamas.

His Harvard group of investment funds is one of the most influential - arguably the most influential - of the 350-odd funds that have become shareholders in Czech industry as a result of coupon privatisation. Other fund managers considering whether to sell or buy shares ask themselves what he would do in their shoes. Harvard's brokerage arm is a main trader on the Prague stock exchange, and his company's research arm is one of the most highly regarded in

Mr Kozeny used the marketing skills he learned during a spell in the US in the late 1980s to convince sceptical Czechs of the benefits of the government's mass sell-off programme when it was launched

pons, for which citizens paid the case is known, remains

Kc1.000 each, on their behalf in exchange for guaranteed returns of up to 1,000 per cent. He ploughed the coupons his funds received into shares in 50 of the country's top companies, other fund managers followed suit, and the privatisa-For the past 18 months, how-

The mass privatisation programme has been of benefit to many and painful for some

ever, he has been living in self-imposed exile abroad, first in Zurich and now in Nassau. In 1993 he accused a former Czechoslovak secret service agent of blackmail. The agent, Vaclav Wallis, accused Mr Kozeny in turn of blackmailing him. Mr Wallis was convicted of abuse of office and jailed but is now free again.

Mr Kozeny left the Czech Republic during the trial early last year and has not returned since. An investigation into his inconclusive. The main allega tion made against him is that he received inside information from Mr Wallis to allow him to build up big stakes in the most important Czech companies ahead of other funds. That charge has not been proven.

least a victim of his own success. The mass privatisation programme has been of benefit to many and painful for some. His youth and brashness have not sat easily in the reserved and secretive world of Czech business. He and his family indirectly own 25 per cent of the assets of Harvard's portfolies, and he is estimated to be worth \$200m. In a country where success often seems to be something to be endured rather than celebrated, Mr Kozeny's love of publicity raised

Some fund managers also resent his identification with the success of the coupon programme. "Other funds did what he did and are just as successful," says a rival. Fund management companies such but friends in Prague privately

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does, but none is run by someone as flamboyant as Mr Koz-

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Mr Kozeny continues to run Harvard from his new base,

of fund management and Mr Kozeny's key official at the group, was recently snapped up by CS First Boston to head now he might find that the its fund management business. Prague's financial circles are He offered to invest the courole in the "Wallis Affair", as as those operated by the big say that it has lost its directalso maturing, and its pioneercons, for which citizens paid the case is known, remains Czech banks wield at least as tion. Petra Wendelova, Haring days are clearly behind it.

Business fact file

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Mr Kozeny has expanded his interests to China and other frontier markets. If he were to -come back to his homeland opportunities it offers are not

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